

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
185 Madison Avenue, New York City

Vol. CXVI, No. 4

NEW YORK, JULY 28, 1921

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B. A. I. S. 1888 with
N. W. Ayer & Son



THE MAGIC STICK

IT is a slender stick, seven inches long and a quarter-inch through. With its pointed end a spinner of yarns weaves a web of entangling fancy, or an artist pictures the lights and shadows of dancing waters and reedy banks.

With it an engineer throws an arch across a gaping gorge. An architect waves it and a colossal building rears its head above the surrounding chimney pots.

In market place and counting room, in strident factory and hushed school room, this magic stick aids countless folks to visualize and record their thoughts.

It is the Eldorado Pencil of The Joseph Dixon Crucible Company, of Jersey City, N. J.

Ours is the office of commercialising the fine performance of this pencil.

We have found in it an Eldorado of romance.

Perhaps your product will permit as happy a presentation to your public.

N. W. AYER & SON

ADVERTISING HEADQUARTERS

NEW YORK
BOSTON

PHILADELPHIA

CLEVELAND
CHICAGO



Are You Interested in Whether the Farmer Will Buy This Fall?

We have just issued an authentic crop report on conditions in all states, including interviews with 22 Presidents of leading railroad companies and the 13 Editors of the Standard Farm Papers.

It is authentic and timely and contains an optimistic message.

Write us on your business letterhead and we will mail you a copy.

The Standard Farm Paper Unit

The flexible national medium with local prestige

A. B. C. Circulation 1,900,000

The Ohio Farmer

Established 1848

The Wisconsin Agriculturist

Established 1877

Prairie Farmer, Chicago

Established 1841

Pennsylvania Farmer

Established 1880

The Breeder's Gazette

Established 1881

The Nebraska Farmer

Established 1859

Lincoln, Neb.

Wallaces' Farmer

Established 1895

The Michigan Farmer

Established 1843

Pacific Rural Press

Established 1870

The Farmer, St. Paul

Established 1882

The Farmer's Wife

Established 1900

St. Paul

Hoard's Dairyman

Established 1870

Progressive Farmer

Established 1886

Birmingham, Raleigh,

Memphis, Atlanta, Dallas

Western Representatives
STANDARD FARM PAPERS, INC.
1109 Transportation Bldg.
Chicago



Eastern Representatives
WALLACE C. RICHARDSON, INC.
95 Madison Ave.
New York City

All Standard Farm Papers are members of the A. B. C.

PRINTERS' INK

Registered U. S. Patent Office

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VOL. CXVI

NEW YORK, JULY 28, 1921

No. 4

Why Stop at a Dozen When You Can as Well Sell a Carload?

Sellers Finds Way to Cause Dealers to Buy Profitably in Larger Quantities, Even in These Times

An Interview by G. A. Nichols with

O. P. Perkins

Vice-President, G. I. Sellers & Sons Company

WHILE in conversation with the household goods buyer in a St. Louis department store, O. P. Perkins, vice-president of the G. I. Sellers & Sons Company, of Elwood, Ind., manufacturer of the Sellers kitchen cabinet, was introduced to the store's merchandise manager, who happened into the buyer's office at the time.

The usual polite conventionalities were exchanged. The manager was pleased to meet Mr. Perkins and so on and so on. Mr. Perkins returned the compliment in kind.

"How can I get next to him?" Mr. Perkins asked the buyer after the manager had gone.

"By putting up to him a proposition that is too big for me to handle," was the reply.

Mr. Perkins went back to Elwood and thought the thing over. The following week he returned to St. Louis and called at the merchandise manager's office.

The same polite greetings and much shaking of hands.

"How would you like to sell twenty carloads of kitchen cabinets?" Mr. Perkins then asked.

The manager could see no possible objection to a proposition of so much potential profit. He would have turned the thing down cold if he had been asked to buy twenty carloads of Sellers' cabinets. But he wasn't asked that.

The question to him had to do altogether with selling. Anybody would like to sell twenty carloads of kitchen cabinets these days, when half of the people are supposed to have no money and the other half are reputed to be holding on to what they have.

"Tell me about it," he suggested.

Mr. Perkins showed him how the thing could be done. He got the order for the twenty carloads. The store sold them and more. It will sell many additional carloads during the year.

This experience, with variations—and with the order not so big, of course—is being duplicated by Sellers' salesmen today, right now in this month of July, all over the country. At the present rate, the 1921 sales will far exceed last year's—which exceeded all others. Backed up by a general advertising campaign which represents an expenditure considerably in excess of last year's, Sellers is distributing its kitchen cabinets in carload lots instead of in the conventional dozen lots, as was the case not long ago. A carload contains sixty cabinets—not an inconsiderable buy.

And here is the selling philosophy imparted by Mr. Perkins to his salesmen which has accomplished the big thing:

First, never approach your pros-

pect in a way that will leave him an opening at the beginning to say "No." Make him want the goods before he has a chance to give an answer. Do this by showing him how he can sell them.

Second, there is plenty of money in the country with which to buy merchandise. Most of the people are working and their money is worth more than it was a year ago.

MUST BE TAUGHT TO SEE OPPORTUNITY

"The reason so many retailers buy in such small quantities," Mr. Perkins told me, "is that they underestimate their own selling capacity. It is not wise or not even decently honest to use clever salesmanship in overloading a retailer with more merchandise than he can sell at a profit. But when it comes to developing the dealer's selling capacity and thus making it possible for him to sell a carload of kitchen cabinets, for example, in the place of the few he used to sell, something constructive is being accomplished for the benefit of all concerned.

"It has been through developing the dealer that we have been able to make the carload rather than the dozen the unit for buying kitchen cabinets.

"The first thing we have to do in approaching a dealer is to show him how and why he can sell more cabinets. We introduce the subject by asking him how he would like to sell a carload. Of course there is only one answer to this. Then it is up to the salesman to demonstrate the hows, whys and wherefores.

"Necessarily our selling force must be of the highest standard of efficiency in order that this may be done right. We have two sales conventions a year, at which all the men are present. The convention lasts for a week or ten days, and is really an intensive course of instruction in advertising, window trimming and selling in general. When we find weak men on our force we weed them out. One has to be ruthless about such things these days. One weak man can hold back the entire aggregation.

"When the retailer expresses his interest in selling a carload of cabinets the proposition is handed him in plain black and white. We propose to put on for him an introductory sale lasting a week. We take charge of all the preliminary newspaper advertising. We trim the windows and make an advertising display of the kitchen cabinets on the first floor. A couple of days before the sale begins a general meeting of the store's sales force, drivers, cashiers and employees in general is held. This, of course, applies to the average-sized store. In a city department store the meeting is attended by heads of departments, including the advertising force and the selling staff of the household furnishings department.

"We always insist that this meeting be held in the evening at the store. If it should be held during the day there would be interruptions. If it should be the last half hour or so in the afternoon the employees would be nervous and would not get all we wanted to convey.

"At the meeting there is a general talk on salesmanship made by our sales representative having the matter in charge. I have made many of these talks myself. Then the object of the special week sale is explained fully and a minute demonstration made of the cabinet and the way to sell it to the very best advantage.

"The salesman remains in personal charge of the proposition during the entire week. It is a common experience for the whole shipment of cabinets to be disposed of during that week.

"The benefit extends to the whole store. The retailer has brought people in. He has quickened the selling impulses of his own staff, and everybody about the store knows more about selling goods than was the case a week or two previous. The benefits of such a procedure are so apparent that the retailer is glad, indeed, to put on the sale. It stirs things up at a time when they need stirring so badly.

"We impart many a finely-drawn principle of selling to the

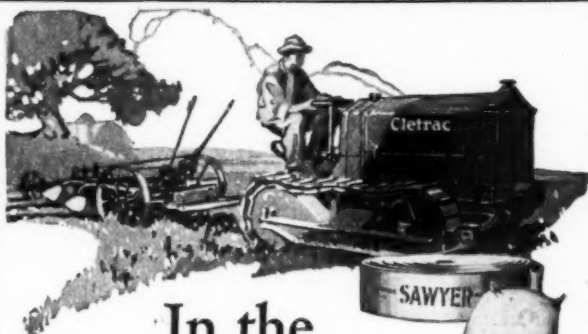
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In the Farm Market

THESE names are well and favor-
ably known to the American farmer.

Cletrac Tractors are used from Aroostook to Arizona. Sawyer Stitched Canvas Belts are standard everywhere for farm power work. Grand Detour stands for efficiency and dependability in plow equipment. Potash as a fertilizer has broad use on the farms of this country.

The knowledge we have gained through advertising these and other products and through years of study of the farm market should be of much value to other manufacturers of products selling to farmers.



SPRYWHEEL

If you have such a product we should like to tell you more about our facilities and what we have learned of this market.

THE H.K. McCANN COMPANY
Advertising · 61 Broadway · New York
CLEVELAND SAN FRANCISCO TORONTO



store's staff. For example, the advertising offers the kitchen cabinet for a cash payment of a dollar. It is easy for the sales person to suggest to a woman that while she can have the cabinet upon paying a dollar, she—with emphasis upon the 'she'—probably would prefer to pay more. In this way the initial payment may range all the way from six to ten dollars. The proper method of approach in putting this and other points over is shown to the clerks in detail.

"The store pays all the expenses of the sale, including the newspaper advertising. We contribute the services of our salesmen during the week and give full directions in the entire proceedings.

"One thing we always insist on is that no possible effort be spared in the making of a sale. If a woman is not impressed by one clerk, our system provides that she be turned over to another. This is what we call the turnover plan, or the 'T.O.' As tried out in some stores the T.O. idea is a nuisance, but it can be done properly without giving offense. The clerks are instructed in this very carefully.

"We have some interesting experiences in some of these meetings. One of our salesmen sold a bill of three carloads to a good-sized West Virginia department store not long ago and attached so much importance to the preliminary inspirational meeting of the store's force that he wired me to come down and make the address. The proprietor announced with some embarrassment that he could not persuade his clerks to return to the store that evening, and that therefore the meeting would have to be held from 5:30 to 6:30, immediately after the store had closed.

"I had been in the store all day, sizing things up, and noticed that many of the sales people were woefully inefficient. In my address, therefore, I thought it would be advisable to use the big stick.

"In plain language I came out and told the sales people that here was a store in which the em-

ployees were running the proprietor, and that the proper thing would be not for him to ask them to return for the evening meeting, but to instruct them to do so.

"I was greatly ashamed this afternoon," I told them, "to note the selling talks some of you people put out in trying to dispose of furniture. The way some of you described period furniture was a crime. There is no possible excuse, in these days of many books, for a sales person not to be thoroughly acquainted with the various periods of furniture. And then I have noticed that most of you have different selling talks for goods in general. How humiliated I would be if I were a salesman here to tell a woman about an article, fail to sell her, then have her come in the next day and get an entirely different talk from another clerk! I think you know what I mean."

"The proprietor's face got very red during my address, but the clerks took the remarks good-naturedly. The sale was a complete success. The best part of it is that three months later the store management ordered, by mail, a couple of carloads of kitchen cabinets, and put on the sale itself without any assistance from us. Moreover, the preliminary meeting was held in the evening.

"Without question our selling campaign has livened up many stores. I could give you numerous examples."

A CASE FOR THE MAN HIGHER UP

When one of the Sellers salesmen makes his presentation to a buyer regarding kitchen cabinet week the reaction is almost invariably favorable. But if the buyer apparently is not of the calibre to appreciate the bigness of the thing, the matter is put up to the merchandise manager, if there is one, or to the proprietor of the store.

"Yes, that is a good plan and I like it very much," the buyer in a Massachusetts store said to a salesman. "We would like to have you try it out here. Put us down for twelve cabinets."

The salesman asked the buyer

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What Are You Paying?

Based on the Milline system of computing comparative rates, the average rate of the twenty-seven leading women's magazines is \$16.53, while the Milline rate of the American Woman is only \$5.00.

Advertising rates are relative—the circulation of some is better than that of others—but the half million subscribers to the American Woman measure up favorably in intelligence and buying power with any equal amount of circulation in the country.

Are you receiving full value for your advertising expenditures?

THE AMERICAN WOMAN

"The Real Magazine of the Small Towns"

Member of the Audit Bureau of Circulations

Western Advertising Office

W. H. McCURDY, Mgr.

30 N. Dearborn St., Chicago, Ill.

Eastern Advertising Office

W. F. HARING, Mgr.

Flatiron Bldg., New York

if he would not accompany him to the merchandise manager's office. He did so. The proposition was explained again, and the merchandise manager said:

"This is a big thing, Brown; order two carloads."

On a thing like this somebody has to be made to think in big terms. If the buyer is incapable of doing such thinking, or is too timid, then a bigger man must be called in. Or, sometimes the proposition is beyond the buyer through no fault of his own, as was the case in the St. Louis department store. In every instance the buyer is approached first, but Sellers has no difficulty in getting to the man higher up whenever it is necessary.

Mr. Perkins has little patience with the idea now so widely prevalent among retailers that the country is going through a period of hard times and that people will not buy. This he regards as largely a psychological condition, while the truth of the matter is that a great volume of buying can be induced if the advertising and merchandising is of the right type.

Illustrating this point, he told of a Sellers salesman who visited a furniture store in a New York town—a town where several factories had been closed down because of lack of business and a number of disastrous strikes were in progress.

"Don't talk to me about buying any more kitchen cabinets," begged the proprietor, holding up his hands. "We have twenty-six of your cabinets in stock now and can't sell them under any circumstances."

"Why, what's the matter?" the salesman asked. "Is everybody dead in this town? Is nobody at all working? Has nobody any money?"

The retailer said everybody might as well be dead so far as the selling of kitchen cabinets was concerned.

"Well," the salesman returned, "you put an advertisement in the paper tonight and we will sell these twenty-six cabinets tomorrow. Are you on?"

The retailer was. The salesman wrote up the advertisement himself, emphasizing the "dollar down" feature. Then he got to work trimming a window. Across the street a grocer and a clothing man stood watching him. There was nothing doing in their stores and they had plenty of time. They crossed over to the furniture store and began bantering the Sellers man.

"You are going to a lot of trouble for nothing, young fellow," the grocery man told him. "You could not even give those things away in this town now. Nobody has any money."

"That is just the way with you crepe hangers," the Sellers man said. "You will holler before you are hurt, and even try to interfere with other people who are trying to do things. I'll show you tomorrow."

That night the salesman addressed the store's staff and gave them their orders. Bright and early next morning he directed that one of the cabinets be wheeled out onto the sidewalk in front of the store.

"Now, then," he said to one of the clerks, "go in the store and get me a bed slat—a good, big, strong one."

SELL THE MEN WHO ALWAYS HAVE WORK

He pulled out the porcelain-covered bread board of the cabinet and began beating it with the bed slat with the idea of showing how durable it was. A crowd quickly gathered to see what the "crazy man" was doing. Then he began to demonstrate the cabinet. In fifteen minutes he had sold one to a dentist. The dentist was one man the retailer had overlooked. He always has money. People will go to almost any extremity to have their teeth fixed. The next sale was made to a lawyer—another gentleman who never is much pinched by prevailing bad times. The third was made to a girl clerk in a department store. Her job then was paying her just as much money as it did the year previously and her dollars were

(Continued on page 121)

The "Flat Rate" irons out every difference, and is fair to all alike.

In Brooklyn, one newspaper has a Flat Rate that is FLAT.

Local, National and Department Store advertisers all look alike to the Standard Union.

R. J. R. Hinkelman

Widened Market for the Pineapple Sought by Advertising

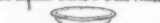
Association of Hawaiian Packers Put on Educational Campaign Showing New Uses for Fruit

AND now comes the pineapple with a determined effort to get the recognition that can be brought about through the right kind of advertising. The Association of Hawaiian Pineapple Packers, formed a few years ago to promote the scientific development of pineapple growing, has just started out on a big general advertising campaign involving the use of newspaper space in more than fifty metropolitan centres in the United States, general magazines and business papers. The object is to increase the market for pineapples through educating people in new ways of using them.

"We Hawaiian packers already supply most of the pineapples used in the United States," a member of the association said to PRINTERS' INK. "We believe we are secure in this market because of the quality of our product and the good name it has gained throughout the country. But this is not the point. We want to do more than maintain our present part. The fact is that Hawaii's pineapple growing facilities, great as they are, have been utilized only in very small part. We grow and sell tremendous quantities of pineapples, but the quantity is small indeed as compared with what we could sell. Our need, therefore, is to widen the demand. We cannot do this by telling how delicious pineapples are. People know that already.

But we can do it by telling them a great number of new uses to which pineapples can be put. When we increase people's knowledge of the prominent part the pineapple can have in cookery, confections, drinks and so on, our market will widen automatically."

This Pie Won First Prize
You Can Make It
Use Hawaiian Crushed or Grated Pineapple



At the Cleveland Show last February, the pie which won first prize in the baking contest was an apple pie prepared for, simply, daily and just.

The pie had one just as good, better than directions.

PIE: HAWAIIAN CRUSHED OR GRATED
Hawaiian Crushed or Grated Pineapple is an important ingredient in many of our recipes. It is used in all our products, and is a most important ingredient in many of our recipes.

It is a most important ingredient in many of our recipes. It is used in all our products, and is a most important ingredient in many of our recipes.

Try using this tropical delicacy just as it comes from the can. It is a most important ingredient in many of our recipes.

When you serve it, you will find it is a most important ingredient in many of our recipes.

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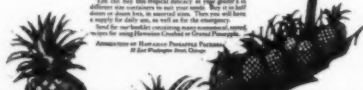
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HAWAIIAN PINEAPPLE
CRUSHED OR GRATED

ADVERTISING THAT SERVES TO INCREASE USES TO WHICH PINEAPPLES ARE PUT

The advertising effort which now is well under way is a well-balanced appeal designed to merchandise the pineapple idea to consumer, retailer and the soda-fountain man.

The newspaper and magazine advertising features various recipes and invites women to send for a recipe book telling many ways in which pineapples can aid them in cookery. Every ad-

Announcing—
the return of *Mr. Roy Barnhill*
to the American Fruit Grower

ON July 1st Mr. Roy Barnhill returned to the American Fruit Grower in the capacity of Director of Advertising. This page is an open expression of the welcome we have for him. Mr. Barnhill will be remembered by many through his former connection with us.

At the very start, when Samuel Adams purchased the Virginia Fruit Grower and changed its name to the American Fruit Grower, Mr. Barnhill was made its first advertising representative. Later on, during the period of the consolidation of Green's Fruit Grower of Rochester and the Fruit Grower of St. Joseph, Missouri, with the American Fruit Grower, Mr. Barnhill was very closely associated with Mr. Adams in the development and growth of the new publication.

Since then Mr. Barnhill has been with Munsey's Magazine and The American Golfer. Mr. Barnhill has his headquarters with us in Chicago.

**AMERICAN
FRUIT GROWER**

CHICAGO

The National Fruit Journal of America

Guaranteed minimum circulation, 200,000 monthly

SAMUEL ADAMS, Editor

ROBERT B. CAMPBELL, Publisher

H. R. MANKIN, Eastern Manager

280 Madison Ave., N. Y.

vertisement also is a direct selling help to the grocer and the soda-fountain man. The customer is told she can buy pineapple in various sized cans at her grocer's and also is advised to ask for pineapple refreshments the next time she goes to a soda fountain.

A national magazine advertisement that will appear during August is headed: "This Pie Won First Prize. You Can Make It." There is a drawing of an open-faced pineapple pie which won first prize at the Cleveland Food Show last February. It was a pineapple pie, large, fluffy and juicy. The advertisement gives detailed directions for building a reproduction of this famous pie and goes so much into detail that even a mere man is tempted to follow them and attempt to build a pie himself—a good job for some rainy Sunday morning.

People who want the pineapple recipe booklet are asked to send direct to the association's offices in Chicago. Their names then become part of a general mailing list and they are sent frequent pieces of direct-mail advertising matter designed to keep up their interest in pineapples. They always are referred to their grocer and whenever practicable the hook-up with the grocer is direct.

Every effort is made to convey to grocers, druggists, confectioners and soda-fountain owners the direct benefits of the national campaign. Attractive streamers and hangers are supplied for display around soda fountains. Window trimming material is given grocers.

The national campaign is merchandised in the business paper advertising.

"We are telling all America about crushed or grated pineapple," says an advertisement scheduled to appear during August in grocers' and canners' mediums. Full details are supplied in order that the dealer may know there is in process of creation a demand that he naturally will want to hook up with.

The druggists, confectioners and soda fountain owners are advised to go to the local grocer and order

Hawaiian crushed or grated pineapple in syrup in quantities. They are told about the general campaign designed to popularize pineapple at soda fountains and are advised to get in on the campaign so as to receive a full portion of the benefits.

Michigan Accounts for Detroit Agency

The Peerless Wire Fence Company, Adrian, Mich., and the Holley Car-buretor Company, Detroit, have appointed the Campbell-Ewald Company, Detroit advertising agency, to handle their account. A direct-mail and farm-paper campaign will be conducted for the Peerless company.

The Campbell-Ewald Company also is placing a campaign in Michigan farm papers for the J. L. Hudson Company, Detroit.

Richard A. Pick with Chicago "American"

Richard A. Pick, formerly publisher of *Fashion Art*, has become advertising director of the "American Home Journal," which will be a twelve-page color section to appear each Saturday in the *Chicago Evening American*. The section will include household and other characteristic magazine material. The enlarged Saturday edition will sell for five cents instead of three.

Fabric Fur Account with J. Walter Thompson

An advertising campaign for fabric fur sponsored by a number of fabric manufacturers, has been started. Copy is now running in trade publications. A consumer advertising campaign will start on September 15. Consumer copy will be placed in women's magazines.

The J. Walter Thompson Co., New York, is in charge of this campaign.

H. Q. Hawes Made Vice-President of H. K. McCann

Henry Q. Hawes has been made vice-president of The H. K. McCann Company, and is in charge of the Pacific Coast division of that agency.

Mr. Hawes has been with the Pacific Coast division of the McCann agency as general manager for several years.

H. A. Gascon Returns to Dallas "Journal"

H. A. Gascon, who for some time was a member of the advertising department of the Dallas, Tex., *Journal*, and who became advertising manager of the *Houston Post* about three years ago, has returned to the *Dallas Journal* as manager of national advertising.

Do You Want One?

A few copies remain of Mr. Richards' Atlanta address, "What Advertising Agency Research Means to the Advertiser."

WE have just 52 copies left of Mr. Richards' recent address before the A. A. C. of W. You can still get a copy for your desk if you are quick to ask for it.

This address has been widely quoted, and has received considerable publicity, because of the increasingly important place agency research is assuming in sales and advertising plans.

Every executive confronted with the peculiar marketing conditions prevalent today will find this address helpful. He will see how other firms have found a way to place their fingers unerringly on the pulse of the public's buying habits. He will get an insight into fundamental merchandising principles that will be invaluable at a time when he needs them most.

There is no obligation involved in requesting a copy of Mr. Richards' address. We simply urge prompt action.

JOSEPH RICHARDS CO. INC.

EST. 1874

NINE EAST FORTIETH ST. NEW YORK



Examples of "Facts First" advertising that have helped awaken advertisers to the value of agency research.

"Facts First — then Advertising"
RICHARDS

"Damn sentimentality, if you will; but don't deny its presence and power in American life."

"America is what it is, not what its critics think it should be, and it is no sign of literary acumen to present what should be as what is."

William Allen White lives on Main Street. He says Sinclair Lewis has only the facts about one side of the street, "the side containing the hardware stores, the grocery stores, the pool hall and the drug store."

Mr. White has written for Collier's his view of "The Other Side of Main Street." In Collier's for July 30.

Collier's
THE NATIONAL WEEKLY



Beauty Contest Big Feature of Baltimore Fashion Show



BALTIMORE'S right to the title of one of the great markets of America, as well as the leader in many important industries, will be demonstrated in a striking way by the Fashion Show held here from August 9th to 19th.

In connection with the Show the Baltimore NEWS and AMERICAN are conducting a state-wide Beauty Contest with a view to securing the right kind of models for the fashion displays. What co-operation could better emphasize the spirit, the alertness, the zeal of the NEWS and AMERICAN, and the important place they occupy in the affairs of both city and state?

These two great Associated Press papers, built up by competing organizations and maintained today by separate forces, reach the widest possible range of different homes in city and suburbs and throughout Maryland. To be exact, 157,043 net in city and suburbs, and 27,403 net out-of-town. Truly, the NEWS, a strong, virile evening paper in an evening newspaper town, and the AMERICAN, older than the U. S. Government—the New York Herald of the South, exert a tremendous influence in favor of their advertised products, investing your advertising messages with the same potent values that their services in Baltimore have created.

In combination, the NEWS and the AMERICAN, offer an intensified circulation of more than 186,000, daily and Sunday. Rate for combination on contract for 1,000 lines or more—30c daily—35c Sunday.

THE BALTIMORE NEWS

Evening, Daily And Sunday.



The Baltimore American

Morning, Daily And Sunday.



DAN A. CARROLL
Eastern Representative
150 Nassau Street
New York

Have a word
Advertising Manager

J. E. LUTZ
Western Representative
First Nat'l Bank Bldg.
Chicago

Bases Big Drive on New Uses Rather Than Low Prices

How Westinghouse Armed Dealers to Combat "Buyers' Strike" Should
It Extend to Electric Fans

By Edward T. Tandy

WOULD you care to see something of how one of the big industrial institutions is tackling the problem of keeping the wheels moving these days? Then take a peep at the drive which the Westinghouse Electric & Manufacturing Company is putting behind its electric fans.

There is a good example here. The campaign is an excellent illustration of completeness. Still more interesting is the suggestion it makes that where there is the possibility of building a strong appeal to consumer appreciation, the question of price—believed to be all-important—can be disregarded, or at any rate reduced to a secondary consideration.

But it goes farther than that in attacking the selling difficulty of the moment. It very thoroughly arms the Westinghouse dealer for the fight against the likelihood of being affected by the "buyers' strike." It shows him both how to sell the customer who comes in and how to go out and get the man who ought to come in, but is waiting to be fetched.

It ought to be particularly useful to those who are wondering whether the old ways are worth while, or whether some new ones must be found. Also it should be a help to those who fancy that the only thing to do today is to sit tight and trust to your good-will until the clouds have rolled by.

Surely, if ever there was a concern which might feel itself entitled to sit still and rely on its good-will in a time like this, it is such a one as the Westinghouse Electric. But you will find no sitting still here. It is all "Up, boys, and at 'em!"—and that is the spirit which always has, and probably always will, keep the old flag flying.

The situation of the Westinghouse Electric is a common enough one. It sells through jobbers. Its touch with the ultimate user is solely through its advertising. It has no difficulty in loading up its jobbers, and they in turn have no difficulty in passing the goods on to the dealer, so thoroughly well-established is the business and the demand for Westinghouse which has been created by consistent national advertising.

But Westinghouse knows that it cannot regard its goods as sold until they have passed on beyond the dealer. If they remain on the dealer's shelves, or in the jobber's warehouse, they will affect production for next year just as surely as if the jobber had not bought and paid for them. To be absolutely clear of the factory, so as not to block the wheels, they must be moved on to the user.

At the same time the company is perfectly well aware that just now the consumer is doing his dullest not to consume and, of course, it was not at all improbable that the "strike" might include electric fans, no matter how high the mercury might climb. It did not have to be told that if all the selling effort were left to him alone, the dealer might be no match for the walking delegate. Something had to be done to help him defend himself—and, as we shall see, the Westinghouse Electric decided that the best form of defense was bold attack.

ADVERTISING DRIVE TURNED THE TRICK

The situation thus met is that in which many manufacturers are finding themselves, and many are looking for the way to overcome it. Those willing to take the risk of doing nothing are the exceptions. Here is what the Westing-

house Electric did. It opened up on the consumer from every possible angle—except that of price. It set out to make him buy electric fans by making him realize what they mean to him. The feature of the campaign was new uses rather than low prices.

Here is what the campaign consisted of:

Special consumer advertising,

New illustrated catalogues. Set of letters for dealer's use in getting after his different sorts of prospects and bringing them into the store or inviting them to have a fan demonstration at office, store, shop or home.

Not a point was overlooked where it might be possible to enter the wedge under the consumer's resistance and get him out of his non-buying habit. Throughout, the work was splendidly done.

The advertising campaign was the largest that the Westinghouse company ever put out for its electric fans. In every step the company fully recognized the truth that more and more advertising is the cure for dull times and under-distribution. Space was used in several national mediums, including three two-color pages in a popular weekly magazine.

"In Every Room" was the slogan for the home—"A cool room is good; a cool home is better." For office, store, shop, restaurant, theatre, and so on, it was "The breeze that never fails—for better work, for better business." In each of the advertisements the fan was displayed large and prominently, with an

appropriate scene behind it in perspective, so that the fan was the first and main object seen.

The first of the two-color pages was directed to the business and industrial field and carried a striking drawing by Leyendecker, showing the president sitting back in his office chair, smiling happily in the breeze of the fan. The electric fan, said the copy, "is one of the important agencies through which the wise and comprehending employer

Westinghouse

RESIDENCE AND COMMERCIAL FANS



"Isn't it Cool in Here!"

There are several things to do to make your home cool and restful and inviting during the long sultry days. Keep out the direct rays of the sun by drawing the window-shades, open the windows at the top rather than the bottom, use good electric fans to keep the air in circulation. And, because this last is probably the most important, it is worth while to demand kindly the qualifications of a good electric fan.

What you want from a fan is breeze, and the best fan is the one that will give you the most breeze for the least expenditure of current, with no case except an annual oiling, throughout the many seasons it should last. A good fan should be quiet, and it should be good-looking, because it is really a part of your furnishings during the summer months.

This is exactly the line of requirements that Westinghouse fans have been designed to satisfy. Look for the Westinghouse mark.

WESTINGHOUSE ELECTRIC & MANUFACTURING CO.
Office in all Principal Cities Representative Dealers

THE CIRCULAR BACKGROUND OF THE ADVERTISEMENTS, IN ORANGE, CARRIES OUT THE IDEA OF THE WINDOW DISPLAYS

with reproductions of the color pages for dealer display use.

Window display cut-out, six feet nine inches long by nineteen inches high.

Folders for the dealer to distribute to his prospects.

Dealer's Ad-Book for tying in with the national advertising.

Dealer's sales talk book, "Fan Facts for Fan Sellers."

Street-car cards.

Lantern slides for use in local movie theatres.

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wo-color business carried Leyen- resident e chair, eeze of an, said impor- hich the mployer

makes his office or his factory a place in which it is pleasant and healthful to work—and also a place in which more and better work is accomplished."

Competition was covered by the sentences: "Fans for business purposes must be durable and sturdy; they must produce a lot of breeze for a little current; they must be carefully adapted to the particular service for which they are used; and they must operate without noise. This list of requirements covers exactly the specifications which Westinghouse Electric Fans are built to fill. Any fan is nine-tenths motor, and therefore Westinghouse Fans, which are equipped with the wonderful Westinghouse Motor, are nine-tenths right to start with. The rest of the job is up to mechanical standards that are fully as high."

The other two-color pages were devoted to the home. "For restful nights—sleep in a bedroom that is cooled by a Westinghouse Electric Fan, and face the sultry days with ample reserves of vitality. Westinghouse Fans equipped with the wonderfully silent Westinghouse Motor, are ideal for night use." And, "What you want from a fan is breeze, and the best fan is the one that will give you the most breeze for the least expenditure of current, with no care except an annual oiling. A good fan should be quiet, and it should be good-looking, because it is really a part of your furnishings during the summer months. This is exactly the list of requirements that Westinghouse Fans have been designed to satisfy. Look for the Westinghouse mark."

Other advertisements and the folders for consumers laid stress on the many other uses for electric fans. Keeping baby cool at night, drying hair after a shampoo, keeping cool while cooking, ironing and so on, drying clothes after a wash on a wet day, drying fruits and vegetables, drying floors after scrubbing or painting, driving cooking odors out of the kitchen, driving away flies, ventilation in winter and increasing the heat output of the radiator are among them in the home.

There are others for offices, factories, stores and public places.

The big window display cut-out is made in five panels hinged together so as to accommodate itself to any size of window. It is lithographed in six colors, the four wings having attractive pictures of a living-room, a dining-room, a bedroom and a kitchen—thus putting across the use of the fan in the most used rooms of the home. The central panel, which is twenty-seven inches high, bears on the top the slogan, "A cool room is good; a cool home is better." And below is a large disk in bright orange, in front of which the dealer stands an actual fan in operation. The orange spot is a fine attention getter. It is difficult to pass without a glance—and then you get the entire story, "A fan in every room."

The size and hinged design of this cut-out allow it to be mailed and without much risk of damage. The possibility of the dealer separating the various sections and reducing its effectiveness has also been eliminated by the hinging arrangement. The background of the display is printed in two tints of lavender, which removes the "heat" from the big orange spot but without reducing its attention value.

In order to unify the effort and at the same time reduce production expense, the paintings used in the window cut-out were used in the folders supplied to the dealer for him to send to his prospects. One folder has been so designed that it applies to every class of prospects. The series of pictures covers the use of the fan in store, theatre, restaurant, office, factory and shop. Another folder is devoted to the uses of the fan in the home and is sent to home prospects with the other.

The Dealer's Ad-Book not only contains the copy for dealer use in his local newspapers, but is made to sell the campaign to the dealer, and it also carries the series of form letters which, it is suggested, the dealer should send to his prospects and use as follow-ups. This feature is a good one and is nothing like so common

as it might be. Composing a good letter is a difficult task for many dealers; for it all takes time.

Another useful feature of this campaign is the twenty-four-page booklet, "Fan Facts for Fan Sellers." It teaches how to sell and will be invaluable to many dealers and their sales forces. Here are a few examples from it:

"The man or woman who comes into the store and says: 'I want an electric fan,' is naturally at least three-fourths convinced of the desirability of the purchase. It rests with you. Are you going to make the sale and a pleased customer, or let the customer go down the street and buy somewhere else—and never come back? It is your opportunity.

"You can never better satisfy a customer than by selling him the best fan for his purpose. Try to feel that you are not selling a fan but helping your customer to buy one. To do this you must obviously know the purpose for which the fan is wanted—whether it is to be used in the home, in an office, store, or elsewhere. You must have some idea of the space the fan is expected to cool. You must know whether the electric current in the customer's home or business place is alternating or direct, and the circuit voltage and frequency.

"There are two ways of getting the information you need. One is blunt and irritating, the other tactful and compelling. Don't ask the customer questions which he may consider inquisitive. Explain at the start that there are various sizes and types of fans; that you can help him get the one that will give him the best service if you know where the fan is to be used and if you have some idea of the size of the room.

"Any customer will appreciate such help, but be careful not to antagonize him by assuming to know better than he does what he wants. If he had a particular size and type of fan in mind, show it to him. If it is not the right fan for his purpose, show him also the one you would recommend and explain to him why you think he should consider it in making

his selection.

"Your customers are entitled to ask you all the foolish questions they wish. If you are wise, you will not let them know the questions are foolish, but will answer them to the best of your ability.

"Your customers will also ask a great many questions that are reasonable—questions to which you should have answers on the tip of your tongue. This means that you must know the line of fans you are selling and how they can be used to the best advantage.

"In dealing with your customers always be on the lookout for expressions indicating that they have doubt about the advisability of purchasing a fan. Perhaps no such expressions will be given, but if you are reasonably sure that the customer is not entirely convinced, drop a remark or two designed to offset the idea which you believe is operating to make the sale more difficult.

"For instance, you may feel that a customer thinks the fan will be too expensive to operate. In such a case it is easy to inject some such comment into your conversation as: 'And another important point about this fan is that it costs so little to run. Why, even one of these big 16-inch fans will run (so many) hours for 1 cent, while one of the 8-inch fans will run (so many) hours.'

"Explain very clearly to your customers that electric fans do not cause colds except when the fans are allowed to blow directly upon the person and that they should not be used in this way. The purpose of an electric fan is to keep the air moving without producing a strong draft.

"Explain that except where there is only one window in the room, the best place to put the fan is on the window sill to draw in fresh air. With only one window, the fan should be placed on the opposite side of the room and made to blow toward the window. This will assist the natural circulation."

The last seven pages are filled with the special selling points of the Westinghouse fans. It is also
(Continued on page 25)

City
Population
1,823,772



Seal of Philadelphia

Separate
Dwellings
390,000

Dominate Philadelphia

If you were to ask most any intelligent Philadelphian how to make your advertising do the most good in Philadelphia, the reply undoubtedly would be:

"Put it in The Bulletin"

The name of The Bulletin is a household word in Philadelphia, and its circulation reaches far beyond the highest point ever attained by a daily or Sunday newspaper in the State of Pennsylvania, and is one of the largest in America.

Create maximum impression at one cost by concentrating in the newspaper "nearly everybody" reads—

"In
Philadelphia
nearly everybody
reads the
Bulletin"

The Bulletin

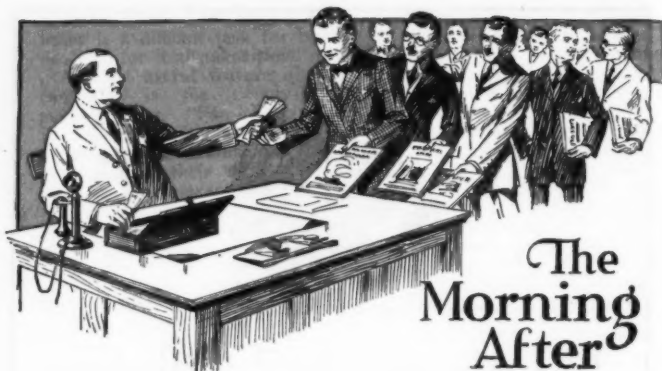
Net paid daily average circulation for
June

491,240 copies
a day

The Bulletin is the only Philadelphia newspaper which prints its circulation figures regularly each day.

No prize, premium, coupon, or other artificial methods of stimulating circulation are used by The Bulletin.

Copyright 1921—W. L. McLean



The Morning After

NOT a few advertisers have just been through a mad revel of free and easy spending and gorgeous display.

Now, in the gray dawn of the "morning after" some advertisers are saying "Never again!" They are counting all the cash they can draw upon and soberly planning profitable investment of it.

Some few are not yet thinking straight and are afraid to take any step forward. The riot of spending, thrilling while it lasted, left them timid.

The stronger spirits are courageously starting over again, but they are counting the dollars and measuring the probable results in the terms of "sales." Advertising policies are on trial. Media of definite direction,

THE ASSOCIATED BUSINESS PAPERS, INC.
With 122 member papers reaching

wasteless circulation and proved power are, more than ever before, being made the backbone of advertising campaigns.

A. B. P. publications are minutely analyzed, at regular intervals, as to circulation, editorial content and advertising results. Constant contact is maintained with business conditions in their respective fields. These accurate appraisals are possible only because of the definite scope of each Business Paper.

Analyses of any of the 122 member publications of the Associated Business Papers, Inc., and market information on the 54 different fields which they cover can be immediately obtained, without obligation, through A. B. P. Headquarters.

A. B. P.

"Member of The Associated Business Papers, Inc.," means proven circulations, PLUS the highest standards in all other departments.



Headquarters, 220 West 42d Street - New York
54 different fields of industry

Here Is the Answer

TO THE AUTOMOBILE
ADVERTISER'S QUERY

Which Medium in Chicago?

The leadership of any newspaper as a medium for automobile advertising is indicated by two things—the amount of space used by its automobile advertisers; the amount of money spent for that space.

The following statement of automobile advertising carried by Chicago newspapers during the month of June is definite and conclusive proof of the lineage supremacy of The Daily News in the 6-day field:

*Automobile Advertising of Chicago
Newspapers in the 6-Day Field,
Month of June, 1921*

EVENING PAPERS

The Daily News.....	60,707 lines
Post	53,439 lines
Journal	17,760 lines
American	13,445 lines

MORNING PAPERS

Tribune	35,433 lines
Herald-Examiner	18,646 lines

The Daily News, 6 days against 6, carried more passenger car, motor truck and accessory advertising than any other newspaper in Chicago.

As to the cost of this advertising—more money was spent by automobile advertisers during the month of June in The Daily News than in all the other evening papers combined. And not a line represents trade deal or rate-holder advertising—it is straight, cash business.

Figure it on either basis—lineage or dollars or on both. The answer, in the case of Chicago, is the same. One paper is pre-eminent as the 6-day medium for automobile advertising, because the 400,000 circulation of that paper actually reaches 7 out of every 9 English-reading persons in the great Chicago market.

THE CHICAGO DAILY NEWS
FIRST IN CHICAGO

explained how to work out the cost of running any size fan at any price of current.

That is just a glimpse of how the Westinghouse Electric is meeting the situation. It is simply the real way of selling for a manufacturer to pursue, instead of leaving it all up to his dealer. Just selling to the jobber is not enough today. The responsibility is up to the manufacturer himself. He must sell to the dealer for the jobber. He must find a way to sell to the consumer for the dealer. If he does not do this, but cuts down his advertising and waits for good times to come to him, he will find that he is merely cutting away his prospects of production up to capacity and is fooling himself.

Because the weather has helped the sale of electric fans it is hard to say how much assistance has been given by the campaign to the Westinghouse fan sales. But that it has very largely helped is beyond question. For one thing, it put every dealer on his toes to make sales. It stirred the dealer up and interested him. He realized he was being helped. That is the sort of feeling which produces results in such days as these. But even were such a campaign to fail in making sales, because of other circumstances against it, say, because it had been a cold instead of a hot summer, who can doubt that this campaign still would have paid? It was worth while many times over, if only for the increased good-will it built up for Westinghouse among the dealers and the jobbers.

E. C. Vick with Hanff-Metzger

Edward C. Vick, for many years agricultural editor of the *New York Sun*, and later of the *New York Globe*, is now associated with the Hanff-Metzger Company, advertising agency, New York, where he will be engaged in agricultural and horticultural advertising work.

Robert E. Zipprodt Joins O. J. Gude

Robert E. Zipprodt, recently with the Compton Lithograph Company, St. Louis, has joined the New York staff of The O. J. Gude Company, and the Foster Advertising Company.

Michigan League of Home Dailies Meeting

The midsummer meeting of the Michigan League of Home Dailies was held at Manistee July 15 and 16. Business was limited to one session, on the morning of the sixteenth. Social features included a banquet and ball given by Harry Musselwhite, publisher of the *Manistee News-Advocate* and a dinner given by the business men of Bear Lake. In his address at the banquet Mr. Musselwhite told of the organization of the Michigan League and made striking comment upon the modern trend of newspaper making.

In addition to the members of the League, there were present at the meeting H. Edmund Scheerer, Western representative; Ralph R. Mulligan, Eastern representative of the League, and L. J. Boughner, classified advertising manager of the *Chicago Daily News*.

Coal Advertising Coming

The Mutual Service Corporation will place a general advertising campaign which has been decided upon by the General Policies Committee of the Anthracite Operators. The first instalments will appear in the early part of September.

The purpose of the campaign is to inform the public of actual conditions in the anthracite industry.

The campaign will be limited to territory in which practically all anthracite is consumed.

Hart & Crouse Company Will Advertise

The Hart & Crouse Co., of Utica, N. Y., has decided to advertise its products, smokeless heating apparatus, iron built down-draft, double grate boilers for large buildings, and round and sectional up-draft boilers and pipe and pipeless furnaces. Elbert B. M. Wortman, Utica advertising agency, will be in charge of the advertising.

Trade papers, newspapers and agricultural publications will be used.

Durham Fireless Stoves in Newspaper Campaign

The Durham Manufacturing Co. of Muncie, Ind., maker of Duplex Fireless Stoves, will begin a newspaper campaign in a number of cities about September 1. The account is in the hands of the Russel M. Seeds Co., Indianapolis.

Cincinnati Agency Has New Account

The J. E. Barbour Company of Paterson, N. J., manufacturer of linen and cotton thread, flax yarn and twine, has placed its advertising account in the hands of The Prather-Allen Advertising Company, Cincinnati.

Red or Green Stamps on Direct Mail Advertising?

When to Use First-Class Postage—Depends on the Sort of Article That Is Being Sold and the Size of the List

J. D. ADAMS & COMPANY
MANUFACTURERS OF
ROAD BUILDING AND MAINTENANCE
MACHINERY

INDIANAPOLIS, IND., July 16, 1921.

Editor of PRINTERS' INK:

As a reader of and subscriber to your magazine, I should like to solicit your opinion on several points based upon your observation of other direct-by-mail campaigns. The questions are:

In circularizing farmers, does sealed matter sent out under first-class postage pay out over matter mailed in postage-saver envelopes under one-cent postage?

In the use of four-page illustrated letters multigraphed and filled in with the addressograph, we believe it is more convenient to use outlook envelopes, thereby avoiding the addressing of envelopes, the possibility of getting the letters in wrong envelopes, with a consequent saving of time and labor. Is the use of outlook envelopes in this way very general and would you say that the use of them would reduce the pulling power of a given piece of matter as compared to the use of plain outside addressed envelopes?

In the use of self-contained matter, which we have sealed with small stickers and delivered ready for mailing by the printer, has it ever been demonstrated that the use of pre-canceled stamps, so far as the pulling power is concerned, is better than the use of the mailing permit stamp?

Our product, as you will note, is road machinery, which is sold to road officials of States, counties, townships, the city officials, and contractors. Our mailing lists aggregate about 90,000 and we find that most of our public officials are farmers. We have been covering this mailing list in the past, with broadsides and folders of the self-contained style, mailed under Government permit, but are planning better to localize our advertising matter by using four-page illustrated letters and otherwise adopting the envelope-enclosed type of matter, feeling that perhaps such matter will pull stronger for us than the general self-contained folder which we have been using.

Your remarks on the above at your earliest convenience will be very much appreciated.

J. D. ADAMS & COMPANY.
E. E. CHRISTINA.

A GREAT many tests have been made of the relative pulling power of direct advertising mailed under one-cent and two-cent postage, some of them very elaborate. The results are by no means uni-

form, and the only general rule which can be laid down is to the effect that the advantages of two-cent postage depend upon the class of prospects, and the nature of the product advertised.

One of the large list companies, for example, sent out an elaborate questionnaire some years ago, in the effort to get people to tell how their mail was handled, and whether or not there was any difference in the treatment given to an envelope according to its postal classification. The returns indicated that in business houses where the mail was opened by a mail clerk, and afterward distributed to the proper department, the postage question cut no figure at all, because the recipient of the letter did not see the envelope, and did not know whether it arrived under a two-cent stamp or not. On the other hand, the small business man, the housewife or the farmer, who received the mail at first-hand, would be influenced by the denomination of the stamp on the envelope, though this would seldom prevent the contents being examined.

Most of the mail-order houses have also tested out the matter of postage in connection with individual mailing pieces, and have pretty generally come to the conclusion that the advantage of the two-cent stamp is in proportion to the average unit of sale which the mailing piece is likely to produce. Thus an enclosure advertising pianos might profitably be mailed under first-class postage, while a list of groceries or toilet goods would go for a green stamp. In general, it seems that the psychological effect of the one-cent stamp is to be avoided when you are asking a prospect to spend a great deal of money, or requiring him to make a decision on some matter of considerable importance.

A great deal depends, no doubt, upon the size of the list which is to be circularized. There is almost always some slight advantage in the two-cent enclosure, and to sacrifice this for the sake of saving a few dollars in postage may be questionable economy. On a list of 90,000 names, however, where the saving in postage may represent a considerable portion of the entire cost, it will take more than a questionable advantage to offset it.

On the specific points which our correspondent raises, we are inclined to think that two-cent postage would scarcely pay for itself on mailings of 90,000 and upward. As we understand the situation, direct returns are not looked for, and the farmer-official is not expected to spend his own money for the machinery anyway. Nor do we believe that window envelopes and pre-canceled stamps will have very much bearing on the matter, one way or the other,

for the matter contained in them will be pretty obviously circular matter, addressed to the farmer as an official and not as an individual.—[Ed. PRINTERS' INK.]

Preparing to Advertise Coal

The Atlantic Ice & Coal Corporation is planning to extend its advertising campaign through the fall and winter, featuring coal in a series of large-space newspaper advertisements in twenty-one Southern cities. The Geo. W. Ford Company, Atlanta advertising agency, has charge of the account.

The copy will be semi-institutional in character, tying up with the current advertising of ice and telling how the company fosters the comfort of its patrons in winter as well as in summer.

John L. Larkin with Lorraine Motor Company

John L. Larkin, formerly sales manager of the Haynes Motor Company, Kokomo, Ind., has become general sales manager of the Lorraine Motors Corporation, Grand Rapids, Mich.

The Lorraine company has been reorganized, and plans to put a new motor car on the market. David Buick, founder of the Buick Motor Company, is president of the reorganized company.

The George L. Dyer Company 42 Broadway New York

Western Offices
76 W. Monroe St.
Chicago



Newspaper, Magazine and Street Car Advertising

Publicity and Merchandising Counsel

Macaroni Companies Combine

The brands, trade-marks and goodwill of The Briggs Cereal Products Co., maker of macaroni, spaghetti, and egg noodles, Cincinnati, O., have been sold to the Fortune Products Company, Chicago. Robert B. Brown, who was president of the Briggs company, has been made sales manager of the Fortune company.

All of the former brands of The Briggs company will be manufactured by the Fortune company at Chicago.

The Fortune company has been in the macaroni business a little less than two years. In that time it has succeeded through a considerable amount of advertising in establishing its brand throughout the States of Michigan, Indiana and Illinois. Mr. Brown informs PRINTERS' INK. It will be the policy of the company gradually to enlarge this territory, and at the same time push the brands of the Briggs company in the territories where they are already established.

Botsford-Constantine Co., New Name of Agency

The corporate name of Botsford, Constantine & Tyler, advertising agency, Portland and Seattle, has been changed to the Botsford-Constantine Company. The interests of P. S. Tyler were purchased in January by C. P. Constantine and David M. Botsford.

The change of name indicates no change at this time in the clientele or management of the company. The officers are: C. P. Constantine, president; David M. Botsford, vice-president; H. R. Failing, secretary and treasurer.

Death of George A. Newman

George A. Newman, former publisher of the Louisville, Ky., *Herald*, died in that city July 22, aged 79 years. About fifteen years ago he bought the Louisville *Commercial* and established the present *Herald*, which was later sold to John C. Shaffer, the present owner.

In 1885, associated with R. E. Queen, who had formed a company for that purpose in California. Mr. Newman began the manufacture of California Syrup of Figs.

Walter B. Grover with Clough Agency

Walter Bradford Grover has joined the copy staff of the John L. Clough Advertising Agency, Inc., Indianapolis. Mr. Grover formerly conducted the Walter Bradford Grover Advertising Service of Fort Wayne.

McJunkin Has Chicago Hotel Account

The advertising campaign in behalf of the Somerset Hotel, of Chicago, will be placed by the McJunkin Advertising Company of that city, which recently has secured the account.

Third Metropolitan Advertising Golf Tournament

The Metropolitan Advertising Golf Association held the third of its annual series of four tournaments at the Knickerbocker Golf Club, Tenafly, N. J., on July 21. There was an entry list of 105 members.

After the qualifying round in the morning all the players were divided into twenty-six flights on the basis of their scores, and in each of the four-somes so created there were first and consolation prizes.

In the medal play Charles P. Eddy, with 80, turned in the low gross, while John C. Hindle, with 80, net 70; R. L. Lloyd, with 85, net 73; and H. Hobson, with 100, net 74, won the first, second and third prizes for low net scores, respectively.

The summary:

First flight—Winner, H. B. Fenn; consolation, Charles P. Eddy.

Second flight—Winner, H. R. Reed; consolation, Carroll Newell.

Third flight—Winner, C. A. Speakman; consolation, G. H. Williams.

Fourth flight—Winner, E. M. Chalfont; consolation, C. H. Corliss.

Eighth flight—Winner, R. E. Boone; consolation, Floyd Keeler.

Ninth flight—Winner, Charles G. Wright; consolation, G. B. Hotchkiss.

Tenth flight—Winner, F. Bender; consolation, E. D. Gould.

The final tournament will be held at Siwanoy Country Club, Bronxville, on September 15.

Oakland Coal Dealers Co-operate in Advertising Campaign

The coal dealers of Oakland, Cal., have joined in an advertising campaign to stimulate the early buying of winter coal. In newspaper space, buyers are told that miners, coal cars and delivery wagons are all idle because people insist on waiting until fall to buy their winter's coal. "A dollar a ton reduction on all coal bought for immediate delivery" is offered.

Tide Water Oil with Richards Agency

Effective August 1, the advertising account of the Tide Water Oil Company, New York, producer of Tydol, Veedol and other petroleum products, will be handled by the Joseph Richards Company, Inc., New York advertising agency.

Norman Kal has been made manager of the advertising copy department of the Washington, D. C., *Post*, succeeding Clarkson Gemmill.

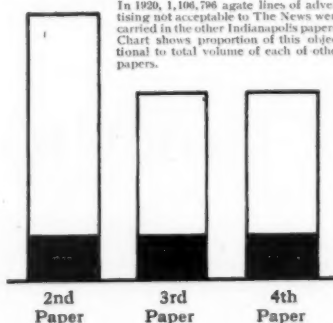
L. H. Clarey has been appointed advertising manager of L. Adler Bros. & Co., Rochester, N. Y.

LET THE INDIANAPOLIS RETAILERS KEY YOUR ADVERTISING

It cost more than a million to say this

\$1,000,000 worth of advertising (figured at News rates) ruled out as objectionable by The News in the last decade, has afterwards appeared in other Indianapolis papers.

The News has more than a blanketing circulation and a remarkable dominating volume of retail, national and classified advertising. It has a *clean* paper.



The Indianapolis News

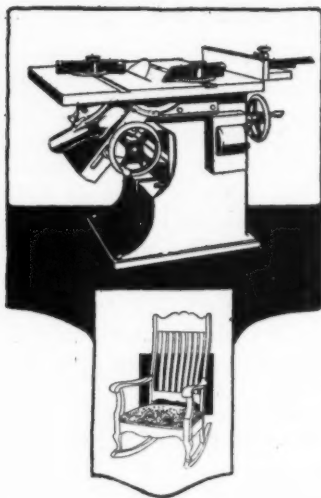
New York Office
DAN A. CARROLL
150 Nassau Street

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS

The FURNITURE MANUFACTURER



PERIODICAL *Grand Rapids*

District Managers:

VICTOR B. BAER COMPANY,	EDWARD R. FORD,	SAM LEAVICK,
47 West 42nd St., Room 527,	53 W. Jackson Blvd.,	510 Union Trust Bldg.,
New York City.	Chicago, Ill.	Cincinnati, Ohio.

The Grand Rapids Furniture Record, A. B. C. circulation statements prove, reaches more worthwhile home furnishings merchants in the United States than any other business magazine.

The American Funeral Director, with the largest proven paid circulation in its field, reaches high-grade professional business men—funeral directors and morticians.

ER and ARTISAN

More than a billion feet of lumber manufactured into furniture during 1920.

And \$95,000,000 worth of factory equipment purchased, chiefly woodworking machinery, to carry through all processes in making up the lumber into useful, beautiful pieces for American homes.

Improved plant methods, working for efficiency and greater volume in production, necessitate today installing in furniture manufacturing an ever greater amount of modern machinery.

The Furniture Manufacturer and Artisan each month reaches 90 per cent of the manufacturers and shop foremen who control production and purchasing in the entire industry, value of finished products in which last year totalled \$573,785,000.

Can you expect greater effectiveness from your advertising in this field?

PUBLISHING CO. *Michigan*



All A.B.C.-A.B.P. Mediums

Try it out in Representative Milwaukee

Leading Advertisers Profit through this Sales Exposition

The country's most progressive advertisers will tell you that they increased *sales* of their products through the Second Annual Food & Household Exposition. The exhibitors included these and many more:

Postum Cereal Co.	Ralston Purina Co.
Kellogg Toasted Corn Flake Co.	Armour & Co.
Genesee Pure Food Co.	John F. Jelke Co.
Igleheart Bros.	Corn Products Refining Co.
Royal Baking Powder	Hills Bros.
Jersey Cereal Co.	Calumet Baking Powder

Demonstrate your product at the Third Annual Food & Household Exposition and Electrical Show, Milwaukee Auditorium, Oct. 25 to 31, inclusive. Get sales-*action* among the 100,000 consumers, dealers, jobbers who will be in attendance.

This, with advertising concentrated in The Journal, is bound to quickly command greater sales and distribution in the Milwaukee-Wisconsin Market.

A small number of display booths is still available. Because of the demand, reservations must be made now. For complete information, write or wire—

The Milwaukee Journal

FIRST—by merit

"As Milwaukee Buys—The Nation Buys"

A Monthly Photograph of Supply and Demand

What Business Men Can Learn from the Index Numbers of Department of Commerce

By Roy W. Johnson

BACK in your prep school days you were probably introduced by the Physics instructor to an experiment which, the textbook said, was intended to illustrate the principle of the equilibrium of forces. Perhaps you may remember it.

A number of spring-balances was hitched to an irregular piece of metal which was placed upon a platform ruled in measured squares, like a chess-board. You held one spring-balance yourself, and others were operated by sundry of your fellow victims. At a given signal you all pulled manfully on the balances, while the piece of metal performed certain evolutions on the measured board. The object of the experiment was to bring the metal to a "state of rest," whereupon measurements would be taken, and certain mathematical deductions would then ensue. What chiefly forced itself upon your attention, however, was the fact that any variation in the pull of a single balance, or in the direction of its pull, would not only alter the position of the metal, but would also cause variations in the readings on the other balances. To preserve equilibrium long enough at a time to secure all of the necessary readings and measurements required a set of exceptionally steady nerves, for the slightest relaxation anywhere meant starting all over again.

Now if you imagine the metal disk in the experiment endowed with a motive power of its own, you will have a fairly good illustration of what is happening to business all the time. In its advance across the checker-board of progress it is subject to the influence of many complex and contending forces, all of which are operating upon it and upon each

other. These forces (which we group under the convenient, if somewhat vague, heading of "economic conditions"), like the spring-balances in the experiment, are seldom constant either in magnitude or direction for any great length of time. And, again like the balances, a change in any one of them is likely not only to change the position of the business which is at their common centre, but also to cause variations in the force exerted by all the rest. These variations in turn cause other changes elsewhere, and the process is endless. A state of true economic equilibrium may exist in the mind of the economist, but it certainly exists nowhere else.

WHEN TO ADD TO PRODUCTION

It is the problem of the business man—whether he be manufacturer, or banker, or wholesaler, or retailer—to maintain his direction and rate of progress in the exact centre of this complexity of forces. And in order to do that he must know (or guess) with approximate accuracy the magnitude and the direction of the forces which affect his individual business, as well as his own position on the board. He must be able to forecast with tolerable clearness, the changes in conditions which are likely to come about, and judge of their effects, not only on his own business, but upon other conditions as well. The more certainly he is able to do this, the more rapid and direct his progress will be, and the less likelihood there is of his being pulled out of his course and left at the mercy of forces which are entirely beyond his control.

In a word, while it is true that no business man can control conditions which are national, or even

international, in their scope, he can adapt his own business to them—if he knows what they are.

Is it possible to apply a measuring stick to such vast and intangible forces, so that the business man may quickly grasp an understanding of all, or nearly all, of the conditions which affect the demand for his product? The Department of Commerce believes that it is. Indeed, it is inaugurating the publication of statistics which will enable the business man to do that very thing. By reference to the tables of Industrial Index Numbers prepared by the Department and published monthly by the Bureau of the Census, one will be able to get a pretty clear understanding of the magnitude and the direction of the forces which are at work. To put the matter briefly, our old friends, Supply and Demand, are having their pictures taken!

"Industrial Index Numbers" is a rather high-sounding term, and a bit cryptic, perhaps. Furthermore, as was carefully explained to me by Dr. Surface of the Census Bureau, they are not technically index numbers at all, but

merely relative numbers. Be that as it may—I am no statistician—they do give one at a glance a swift and graphic picture of what has happened and is happening and is likely to happen. "The value of this compilation," says the preface to the preliminary set of figures, issued late in June, "lies in bringing the scattered figures together, and in translating them into a form in which monthly comparisons can more readily be made."

In a word, what the Department has done is to bring together the figures on production, transportation, prices, bank clearings, business failures, imports, exports, etc., etc., from its own records from other Government departments, from trade journals and trade associations: it has taken the average figures for the year 1913 as a base equal to 100; and the actual figures for each month of 1920 and 1921 are then reduced to the same base. Changes in the activity of an industry, in the range of prices, in the percentage of idle freight cars, in the number of business failures, in the volume of exports, and so on through a

Table 2

PRICE INDEX

Source

Bureau of Labor Statistics

Year and Month	Wholesale						
	Farm Products	Food, Etc.	Clothes and Clothing	Fuel and Lighting	Metals and Metal Products	Building Materials	Chemicals and Drugs
Average ... 1913	100	100	100	100	100	100	100
1920							
January ..	246	253	350	184	177	268	189
February ..	237	244	356	187	189	300	197
March	239	246	356	192	192	325	205
April	246	270	253	213	195	341	212
May	244	287	347	235	193	341	215
June	243	279	335	246	190	337	218
July	236	268	317	252	191	333	217
August	222	235	299	268	193	328	216
September ..	210	223	278	284	192	318	222
October ..	182	204	257	282	184	313	216
November ..	165	195	234	258	170	274	207
December..	144	172	220	236	157	266	188
1921							
January ..	136	162	208	228	152	239	182
February ..	129	150	198	218	146	222	178
March	125	150	192	207	139	212	171
April	115	141	186	199	138	203	168
May	117	133	181	194	138	202	166
June

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long list of industrial move-
ments otherwise unrelated, can be
grasped and compared at a glance.
Roughly speaking, a common de-
nominator has been applied to
economic conditions, and their
magnitude and direction can be
seen on a chart, or grasped from
a simple column of figures.

The simplicity and effectiveness
of the tables can be more readily
judged from the reproductions
presented herewith, than from
many pages of exposition.

Now the important fact about
these index numbers, from the
practical man's point of view, is
the service which they render in
correcting and checking his own
judgment as to the course of
events. They afford something
definite and tangible upon which
his decisions may be based. They
give him the whole picture, in-
stead of merely a section of it.
And they are based upon statistics
which are not only complete
enough to be reliable, but which
cover a period long enough to en-
able just comparisons to be made.

Take, for example, the case of
the manufacturer whose plant is
shut down, or is running on a

curtailed schedule; not an uncom-
mon situation in these days. He
may be a manufacturer of shoes,
or spark-plugs, or steel shafting—
it is all one. Lack of demand for
his output has made it necessary
to curtail operations, and he must
wait until demand increases be-
fore starting up again. His future
activity depends upon the activity
of buying power in his im-
mediate market.

But he is also in a position
where he must judge the activity
of buying power somewhat in ad-
vance. He cannot wait until a
flood of orders actually overtakes
him, for he cannot leap at once
from a state of non-production to
a position where he is able to de-
liver the goods. It takes time to
transform raw materials into
finished products—in some cases a
great deal of time—and he must
also figure on overcoming the
inertia of an idle or semi-idle or-
ganization. If he waits too long,
some competitor will probably get
the business because he is not able
to deliver the goods, and if he
starts up too soon he will run at a
loss until the demand catches up
with him.

Table 2

INDEX

NUMBERS

Statistics

Wholesale

Chemicals
and
Drugs

100

189

197

205

212

215

218

217

216

222

216

207

188

182

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171

168

166

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Prices of

Retail
Prices ofBureau of
Department of
Crop Estimates
AgricultureDun's
All com-
moditiesBrad-
street's
All com-
moditiesHouse
Furnish-
ing GoodsMiscel-
laneousAll Com-
modities

Food

Crops Livestock

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100

324

227

248

201

241

173

205

221

329

227

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113

112

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124

262

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137

115

In the last analysis, of course, he must rely upon his own judgment. No system of statistical mathematics can take the place of that. But a knowledge of exactly what changes are taking place in the great industrial movements upon which the prosperity of his own immediate market depends, will help him to form judgments upon which he can act with confidence. That is exactly where the index numbers come in.

By way of illustration, we may suppose that it is a manufacturer of automobile parts who has succumbed to the general depression. He has a certain stock on hand which is slowly being nibbled away by such orders as are stirring. His problem is to start production just far enough in advance of the exhaustion of his stock to supply the existing demand and avoid piling up an unnecessary surplus in his warehouse. According to the information he has been able to accumulate, modified by his temperament, he has been able to form an opinion as to how great the demand is likely to be. Perhaps it is in reality little better than a "hunch."

What can he learn from index numbers which will help to transform his "hunch" into a reasonably settled judgment?

Of course the demand for his product depends primarily upon the activity of the car manufacturer. But the activity of the car manufacturer in turn depends upon a great many other things, which are chiefly indicated by the activity of various industrial groups, and the prosperity of the farmer. The latter is perhaps the biggest single factor which determines the activity of the automobile industry. The prices which the farmer gets for his produce, as compared with the prices which he has to pay for the commodities he must necessarily buy, will give a rough idea of the probable demand for automobiles. This decline or increase in the buying power of the farmer will be reinforced or offset by the figures for various industries. The trend of wholesale prices in the leather industry, for example, may be compared with the changes in its activity, and some definite judgment may be formed as to whether it is recovering, or falling back.

Table 7

Source	Northwestern Miller		Department of Commerce		FOOD-		
			Pork	Beef	Department of Cold Storage		
	Wheat Flour Production Rel. to 1919	Export Rel. to 1913	Products Exports Rel. to 1913	Products Exports Rel. to 1913	Creamery Butter Rel. to 1919 ¹	American Cheese Rel. to 1919 ¹	Case Eggs Rel. to 1919 ¹
Average ..	100	100	100	100	100	100	100
1920							
January ..	114	89	167	224	122	268	209
February ..	84	132	179	150	104	282	263
March	82	233	226	129	93	346	110
April	67	223	107	219	105	347	38
May	75	352	164	183	78	281	65
June	62	208	167	204	44	108	84
July	74	253	115	138	58	79	88
August ...	92	117	83	69	82	82	88
September.	86	99	125	78	88	79	83
October ...	88	169	150	112	93	68	77
November .	86	116	162	104	101	67	75
December..	87	100	228	111	108	64	55
1921							
January ..	79	135	197	182	134	172	55
February ..	73	108	184	107	113	161	26
March	83	144	174	93	112	178	164
April	77	168	144	107	124	212	603
May	74	133	135	118
June

¹On account of seasonal movement the holdings in each corresponding month of

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back.

The same test may be applied to other major industries, by a simple reference to the index numbers, and a judgment may be formed as to the probable demand for cars in the immediate future, which, while not infallible, will be safer than a "hunch" to go upon.

Now there is one fact about these index numbers which is worthy of special emphasis. They are not indicative primarily of mass, or volume, or bulk, but of *change*. They show the trend of industry—both its direction and its rate. That is really the important thing, when one must form judgments as to the future. Furthermore, they are readily comprehensible to anyone, whether he is familiar with the industry in question or not. Bulk figures of production in the rubber business, for example, might be enlightening to a rubber man, but to the manufacturer of clocks they might mean little or nothing as indicating activity. For activity is always relative, and a positive figure does not mean very much to the man who is not supplied with a basis of comparison.

The illustrations which accom-

pany this article are taken from the tentative set of tables which were issued late in June and given limited distribution for the purpose of securing opinions as to their value to business. The first compilation for public distribution is now being prepared by the Department, and it is planned to add to the service from month to month, as fast as the statistics become available, until practically every important industry is included. It is planned to give not only the relative production figures for each industry, but also, so far as possible, the figures indicating stocks on hand and unfilled orders, so that both the demand and the available supply may be measured.

The actual value of the service to the business community will depend, of course, upon the use that is made of it. But it should be self-evident that a man who is equipped with a fairly clear grasp of the forces which are at work upon his business is in a better position to make wise decisions than the man who must base his judgment upon such hearsay evidence as drifts in to him.

Table 7

STUFFS

	Agriculture		Statistical Sugar			Department of Commerce		
	Holdings		Trade Journal	Sugar		Cottonseed Oil		
	Beef	Pork	Lamb &	Melting	Sugar	Imports	Production	Stocks
	Products	Products	Mutton	of Raw	Stocks	of raw	Rel. to	Rel. to
	Rel. to	Rel. to	Rel. to	Rel. to	1st. of mo.	Rel. to	1919	1919
	1919 ¹	1919 ¹	1919 ¹	1913	Rel. to	1919	1919	1919
100	100	100	100	100	100	100	100	100
209	89	80	81	95	5	146	108	121
263	87	79	69	142	17	223	88	103
110	88	90	72	176	38	256	82	96
38	92	99	54	162	40	203	62	92
65	95	99	34	151	41	179	51	101
84	82	104	74	168	27	272	43	100
88	63	112	59	171	19	288	36	115
88	53	114	32	151	47	238	51	132
83	45	114	141	86	56	121	57	72
77	38	94	304	62	32	75	108	115
75	40	82	621	94	28	119	118	140
55	39	48	603	81	31	98	107	114
55	39	42	534	50	29	70	98	105
26	40	42	687	102	28	164	117	95
164	46	55	740	163	44	231	126	111
603	51	60	592	122	39	238	99	96
..	124	84	181	84	89
..	101

1919 were used as a base.



20,000,000 feet—and th

MILLER, FRANKLIN, BASSETT & Co., industrial engineers, recently stated that the textile industry is less than 40% efficient. Among the causes of this 60% waste were mentioned destructive competition, the cancellation evil, trade disputes, seasonal problems, service and prices.

60% waste is a shocking figure—and it might be considered the professionally pessimistic report of investigating engineers hunting for trouble—until the condition of the hosiery market in New York is considered as an example of how textile manufacturers are handling the biggest market in America.

Size of this market

Here is a market of 10,000,000 people—where men buy about 15 pairs of socks and women 6 pairs of silk stockings a year. 59,000,000 pairs of men's socks—and 24,000,000 pairs of women's silk stockings, without mentioning the stockings of 1,992,000 school children or those of the 213,000 infants born each year.

In what whole groups of States could an equal market be found?

LARGEST DAILY CIRCULATION IN AMERICA

THE NEW YORK EV

(Member Audit Bureau Circ



and they all wear hosiery

An opportunity for somebody

Here is a market that responds readily to adequate advertising—and is big enough and varied enough to take up the output of not only standard styles but of novelty hosiery. Consider the stocking potential offered by the 1,500,000 readers of the NEW YORK EVENING JOURNAL alone—over 15,000,000 pairs of men's and women's hosiery a year. And back of consumer advertising to these 1,500,000 readers is a Merchandising Service Department to link up dealers' display work, show windows and sales efforts with consumer advertising when it appears in the NEW YORK EVENING JOURNAL.

Through *Men & Women's Wear Trade News*, the manufacturer has a splendid chance, while his advertising runs, to keep his goods and their selling points before 8,000 dealers in the New York market.

What an investigation showed

A thorough survey of the stocking market in New York has been made by the Merchandising Service Department of the NEW YORK EVENING JOURNAL. This investigation discloses some very interesting facts for hosiery manufacturers. Copies will be sent to sales and advertising executives on request.

For data on your market here, write

2 COLUMBUS CIRCLE, NEW YORK

504 Hearst Building, Chicago

58 Sutter Street, San Francisco

DOUBLE ANY NEW YORK EVENING PAPER
NEW YORK EVENING JOURNAL

(Circulations)

Unlike Any Other Community Joplin, Missouri

The Market 240,000

An accessible trade territory of 240,000 people, though the city's population is only 29,902.

Assured stability from varied resources; agriculture, horticulture, stock raising, mining, wholesaling, retailing and manufacturing.

Unlike Any Other Newspaper Joplin Globe

(A. B. C. Member)

Paid Circulation - - 23,801

Daily Average for 6 Months Ending March 31, 1921

Line rate 8c. flat

Mornings except Monday

Much of the extension of Joplin's trading zone and splendid roads is due to the aggressive policy of the Joplin Globe.

Influence?

And hasn't that something to do with advertising?

Representatives

E. Katz Special Advertising Agency

Established 1888

Chicago
Kansas City

New York

Atlanta
San Francisco

Copy Ethics and the "Fictitious Instance"

When Is It Proper to Employ Imaginary Characters in Advertising Copy?

By Lister Raymond Alwood

SURELY other "inquiring friends" of advertising than John J. Ross, of B. F. Avery & Sons, Louisville, Ky., have pondered over the above highly-debatable theme. You may remember that in a sometime-back number of **PRINTERS' INK** he went on record as per the following representative extracts:

a gasoline substitute manufacturer;
a motor truck manufacturer;
a non-skid chain manufacturer;
a roller bearing manufacturer;
a governor manufacturer (mechanical, not political);
and
a steel wheel manufacturer.

Does an advertiser or an advertising writer live up to the spirit of the Truth in Advertising slogans when he leads the average reader to believe that an imaginary conversation is a real one; or when the character that does the talking represents himself to be what he is not; or when an incident that exists only in the copy writer's imagination is reported as an actual occurrence?

Then, after a rehearsal of some "typical instances," Mr. Ross concludes, thus:

If the characters are mere figments of the copy writer's imagination, is this form of advertising appeal to be regarded as legitimate?

The question is interesting. Interesting not merely to copy writers, whose methods would seem to be indictable if Mr. Ross's contention has reason and substance, but to every single advertiser who is funding any annually-strenuous effort to "tell the world" about his merchandise, to the end of progress and profits.

First of all, is the practice Mr. Ross summons to "give cause" rather a remote exception and one, therefore, that it is scarcely necessary to defend? By no means—judging from no less than nine different half-pages and full-pages in hand as I write!

Here we have the exact type of "fictitious instance" in question, at work for—

a manufacturer of a chemical for cleaning tanks;
a leading cigar manufacturer;
a leading clothing manufacturer;

The "fictitious instance" is a really common (by virtue of quantity) specimen of advertising strategy; though how strongly and permanently it should be roped and tied with the hempen cord of ethics, present deponent sayeth not—at least, for a paragraph or two.

Possibly the first thing to do is to get our definitions on straight, then look the thing frankly in the face for just what it is.

What a wonderful clarifier, in times like these, is the New Standard Dictionary! They say most of the world's trouble bases on poorly-defined words, and Stevenson has a whole travel chapter and two excellent essays devoted to just this thought of "truth in intercourse."

Now, the dictionary defines "ethics": 1. The science of human duty. 2. The basic principles of right action. Two definitions, and both good. "Fictitious" it defines as, "Imaginary, counterfeit, false."

TAKE THOUGHT OF "FICTITIOUS" COPY

I think our whole trouble, as well as the way out, lies not with the word "ethics," but with the word "fictitious."

As long as we stick to the Standard's definition of the latter as "imaginary," and do not slip over into "counterfeit" and "false," all's

right with the world, and copy writer, advertiser and public alike will have clear sailing to a mutually-desired haven.

In other words, I think the answer is this—

So long as the fictitious instance, by its selling and substance, is instantly recognizable as imaginary, but not as counterfeit or false, we have harmed no one, deceived no one, and violated no "basic principles of right action," by using it as a happier vehicle of impartation than mere, cold exposition or reason-why.

How shall we know when we have made the fictitious instance imaginary *only*, and not counterfeit or false? By testing the public for its reactions. By asking yourself, if outsiders are not readily available. We are all still of the "public," which is the beauty of this profession's practice—provided always we haven't lost our perspective!—and should be able to pass self-judgment to a reasonable degree, at least.

Tested by this simple divining-rod of personal reaction, I find the nine fictitious instances before me all "legitimate," and in no way transgressors against Truth in Advertising. Legitimate because I, as a layman-reader, sense their "imaginariness," while the statements are so made ("the setting and substance") as to *seem*, if not to *be*, neither "counterfeit" nor "false."

No one is deceived by Jim Henry or Velvet Joe, any more than by the Raggedy Man or Martin Chuzzlewit. All four are imaginary; their own creators cheerfully admit it; yet who can doubt their *purpose* is achieved?

Indeed, the essence, the bed-rock, the *raison d'être*, the coconut-meat, of the whole situation lies in the statements of fact which it is merely and only the intent of the fictitious instance to relay to the possible prospect's mentality. The very moment the facts are twisted, Truth in Advertising cringes and collapses and down goes your fictitious-instance method automatically, because it has slipped from "imaginary" over into "false."

There is much to commend the fictitious instance, handled wisely and unpresumptively. Where the tediously technical and the tiresomely trite come up for treatment at the copy writer's hands, not once or twice, but over a period of months of daily exploitation by the persuasive word—consider if he hasn't some labor of Hercules before him and over him, threatening doom if he fails for a moment to be divertive and convincing, or to render dividends on the dollars that recompense him!

He is driven to seek more artifices than any writer in the unfenced fields of fiction, yet actually he has available but a small number of those artifices which can be called "legitimate," and so employed.

One of them is the fictitious instance—"imaginary," but not "counterfeit" nor "false," because true to the facts of its subject-matter.

Only otherwise can it be said to transgress ethics or caricature truth.

NO ONE CAN BE DELUDED

Now, to be specific.

I take a typical copy assignment right from the heart of a current campaign about midway completed, which suffers not at all as an illustration from the fact that it is direct-by-mail rather than publicational in character.

A booklet must be written, whose purpose is to replace the prejudice of ignorance with the preference of knowledge regarding three things than which there is scarcely anything more uninspiring in the world—the motor, rear axle and front spring of a particular truck.

The copy man turned by instinct, in this case, to the use of the fictitious instance—but only within the limits of the first New Standard definition already cited.

He gave to the booklet the passably engaging title of "Smith Seeks Knowledge and Finds Power," and treated the entire assignment in dialogue form—an edited conversation between the visiting dealer, Smith, and the chief engineer of the manufacturer.

Now, what has been done? Setting and substance are "imaginary." True. But every reply of the chief engineer to the inquisitive dealer is absolutely true to fact, even conservatively so; and when the reader has finished assimilating this certainly more palatable presentation of things technical, well illustrated as it is with cross-sections, diagrams and photographs, the reaction is neither counterfeit nor false.

And here I claim you have the "wise, unpresuming," use of the fictitious instance. For literally dozens of dealers have called on this chief engineer, and to them he has imparted the knowledge they sought in a manner for which he has some little reputation. And among them there has certainly been a Smith—unless the tribe is dying out much faster than anyone would ever suppose.

The art and effectiveness of such a method, of course, are matters of considerable business training and literary dexterity, and belong to another avenue of discussion. That the copy writer of today has vital need of them at their best, however, for the purposes of his fictitious instance, a half-day in any busy agency will satisfactorily demonstrate.

Industrial Depression a Modern Disease

By F. M. Taylor, Ph. D.

Professor of Economics, University of Michigan

AN economic order in which the regulative mechanism was efficiently operative for short periods only—being every now and then completely thrown out of gear so that a highly-disordered state of things ensued—would be considered by everyone seriously defective, if not almost unendurable. An economic order to be really satisfactory, ought to show steadiness, regularity, dependable-

Reprinted by permission of The Ronald Press Co. from "Principles of Economics."

ness—ought to be free from all marked perturbations.

Now in this respect, our system unfortunately does not work so well as we might desire. It is a familiar fact that production is subject to marked, almost violent, fluctuations, which naturally group themselves into the so-called industrial cycle; depression, recovery, increasing activity, normal activity, overtrading, crisis, collapse, depression, and so around again. The claim of the socialist that public initiative would almost, if not quite, eliminate this sort of thing is without doubt a fairly reasonable one. At all events, socialism would be certain to work better at this point than does the present system.

The fact, however, is that the industrial cycle, in its serious forms, is a comparatively modern disease, little more than a century old; and much has already been done by our system to bring it under control. America, for reasons easy to trace, is still much subject to attack. But England, the original home of great panics, has had no serious crisis since 1866. In short, the leaders of industry are learning to control things sufficiently to safeguard this trouble or to palliate greatly its evils. Accordingly, while the present order cannot be cleared of blame, we should surely be unjustified at the present time in pronouncing a final verdict against it on account of the defect in question.

W. A. Grant in Charge of Payne Agency at New York

W. A. Grant, formerly with the copy department of Patterson & Andrews, J. P. Storm & Sons and in charge of copy and plan department of The Matternach Company at Hartford, Conn., has been placed in charge of the New York office of the Hancock Payne Agency of Philadelphia.

Illinois Commerce Chamber Develops Magazine

The Illinois Chamber of Commerce, with headquarters in Chicago, has enlarged its publication, the *Illinois Journal of Commerce*, and will issue it hereafter as a general monthly business magazine.

Line Engravings That Closely Resemble Product's Appearance

Made Direct from the Goods Themselves—Field for the Process

By Thomas Russell

London Correspondent of PRINTERS' INK

IN order to furnish a satisfying life-like representation of a product, usually the only course has been to make half-tones from retouched photographs. On coated stock (or, with good overlaying

ninety-nine papers produce nothing but a smudge in the hundreth. And the low count of the screen that must in any event be used forbids anything like adequate detail. Take any newspaper advertisement

with a half-tone in it, and remake the picture in line or line and mass, and the improvement is vast.

But there are some things which cannot be satisfactorily drawn in line, or that would require an amount of monotonous labor which draughtsmen would not face, especially with a large-sized probability of poor effects. An example of this is cloth. Few advertisers have ever made a line cut of a swatch of cloth which gave any real notion of the original.

The Scottish Woollen Trade-Mark Association of Edinburgh, Scotland, last year produced both by half-tone and photogravure a few advertisements of Scotch Tweeds containing representations of actual fabric which were extraordinarily successful. The Association (which runs a co-operative campaign on the same lines as the California Fruit Growers Exchange) also used some beautiful half-tone reproductions in its trade booklet. In preparing copy for a long list of dailies and national weeklies, the

What "Scotch Tweed" means

MANY people believe themselves to be wearing "Scotch Tweeds" when they are not. The only official guarantee of

Genuine Scotch Tweeds

made in Scotland of Pure New Wool is this mark on the reverse side.



Scotch Tweeds include Cheviots, Bessies and Sporting Tweeds, all of them free from shoddy or cotton if they bear this silver mark.

Copyright 1914 Scottish Woollen Trade-Mark Association
Limited, 11 Charlotte Square, Edinburgh



IN ITS ORIGINAL SIZE THE CLOTH ILLUSTRATION APPEARED EVEN MORE LIKE THE "REAL THING" THAN IT DOES HERE

and presswork, on supercalendered stock) there is no better; photogravure is the only commercial process which beats it.

But when it comes to fast rotary printing on news stock, the half-tone is, at best, a doubtful bet. Engravings that give a result showing up quite nicely in

More Than Half of Muncie's Residents Own Their Own Homes.

Muncie has approximately 9,000 homes. Of these, more than half—to be exact, 53%—of these homes are owned by their residents. Could anything give more forceful emphasis to the quality of Muncie's citizenship?

Fifty-three per cent of home owners is far above the average in a city the size of Muncie. Fifty per cent is high, the average being between 40 and 50%, so Muncie as a home city stands pre-eminent over other cities of its size, as it does in its business life.

The character of Muncie's citizenship has been a directing factor in its growth as a home city. Its population of 38,000 analyzes unusually high as a native-born American people, its percentage of foreign born being exceptionally low, the greater number of its citizens being Indiana born.

Owning their own homes, over half of Muncie's citizens are immune to the rent hog. Muncie's industrial pay roll is over thirty million dollars yearly, its total yearly volume of business from all sources totaling four hundred million dollars.

In all ways Muncie offers an ideal field to the national advertiser. There is but one way, however, in which this field can be thoroly covered, and that is thru its leading newspaper, The Muncie Star. The Muncie Star, The Terre Haute Star and The Indianapolis Star reach every nook and corner of Indiana every morning of the year. They comprise

The Star League of Indiana

*The Greatest Combination of Quality
Circulation in Indiana*

Eastern Representative: Kelly-Smith Co., Marbridge Bldg., New York
Western Representative: Glass & Irvin, Wrigley Bldg., Chicago

ONE OF THE SHAFFER GROUP OF NEWSPAPERS

**8000 miles away
they call the
PUBLIC LEDGER**
*"the greatest newspaper
in the world"*



An American woman who for a year and a half has been in Argentina as secretary to an American business man writes:

"If you think the Argentinians are slow in business you are mistaken. There is a remarkable interest displayed in business news. The Public Ledger

PUBLIC

The Public Ledger carries far more financial advertising than any other newspaper in Philadelphia. No newspaper in the United States applies a more strict censorship to eliminate fraudulent advertising.

is considered by them as the greatest newspaper in the world. Buenos Aires newspapers reprint freely from the Business Section. Recently La Prensa, in its Sunday edition, gave one whole page to news about Philadelphia. Do you know there are a great many Philadelphians in Buenos Aires? They are very proud of seeing Philadelphia so highly regarded in the Argentine."

Business men everywhere know the Business Section of the Public Ledger. Spillane's brilliant column, Evans' letter from Chicago, Monitor's market review from Wall Street are but three of the many features which make one well-known manufacturer call it "a great business document."

Many of the most important editorial and business features of the Public Ledger are syndicated to a notable list of newspapers throughout the United States by the Ledger Syndicate

LEDGER

PHILADELPHIA

CYRUS H. K. CURTIS, *Publisher*

secretary of the Scottish Woollen Trade-Mark Association, F. H. Bisset, desired to show similar representations of the materials produced by members of the Association.

This was put up to the agency handling the appropriation, and the answer was found in line cuts, made direct from draped lengths of the cloth. These, combined in some instances with line figure drawings by leading English artists, are giving perfect results even in daily papers.

The remarkable fact about this is the entire absence of any fogging due to folds and draping. The first experiment was made with about five square yards of Scotch Tweed, with a large check pattern, draped on a stand before the camera. This proved the practicability of the method. The negative was first printed upon the zinc, which was then rolled in the usual way, so that the blacks were covered and the lights freed, and the plate was then etched in a spray bath like any other line cut. The work had to be done carefully—no "rush" work was called for—and in certain cases a little manipulation was required. Some difficulty was experienced where complex patterns, like a Glen Urquhart check, had to be reduced, with a risk of filling up. This was overcome by making good proofs from the zinc slightly smaller than the size called for by the advertisement, and then producing new zincs, enlarged to full size, thus opening out the pattern. All mats were given special care in making, so that cuts might always have the necessary depth.

"Scotch Tweeds with the Trade-Mark" are rapidly making their way in the home market. Tailors are supplied free with fashion-plates similar in size to those ordinarily bought from fashion publishers, but excelling these in artistic merit, leading artists furnishing the designs. These fashion-plates, confined to tailors of a good class, bear no advertising matter except the title "Scotch Tweeds" and a small, unexplained representation of the trade-mark.

Advertising gives meaning to this. In trade papers tailors and customers (for Scotch Tweeds have about 25 per cent feminine market) are advised to show the cloth in the window with a corner turned up, enabling the mark to be seen. They are also furnished with prints of current advertisements, which they place in the window over the cloth. In Britain, when a man orders a suit of Scotch Tweed, he asks the tailor to show him the trade-mark on the back, and his wife does the same when she orders a coat and skirt.

Fur Industry Back to Normal, Advertisement Says

In trade paper advertising A. Hollander & Son, Inc., fur dyers of New York, are saying the fur industry is back to normal. They make this statement in the following manner:

"The American fur industry is back to normal, or mighty close to it—just as we have predicted for the last eight months.

"Our last normal June month was June, 1914. The years 1915 to 1919 were abnormal, signally abnormal because of inflated values, feverish overstimulation, hectic gambling, and all-round profiteering. Nineteen twenty was abnormal on the wrong side of the ledger. It was the year of the great slump, the year of reaction from undigested prosperity, the year of the 'busted bubble.'

"With the beginning of 1921, business has gradually recovered from the shock, has slowly raised its head from the ground and has shown a decided tendency toward getting on its feet.

"Today business all over the country and in all lines, the fur industry included, bears a greater resemblance to the business physiognomy of 1914 than at any time during the past seven years."

The "Monthly" Creates a Niche of Its Own

THE LEHIGH CORPORATION

New York City, July 15, 1921.

Editor of *Printers' Ink Monthly*:

I have just finished reading several articles in the July *Printers' Ink Monthly*. I think it's fine. It seems to me that you have hit a much higher standard in this issue than any previous, although they have all been good.

I have read *PRINTERS' INK* for twenty years past, never missed an issue, and I find that the monthly now comes on, in no way dimming my interest in the weekly, but supplementing it very nicely.

JOSEPH GOOCH, JR.,
President.

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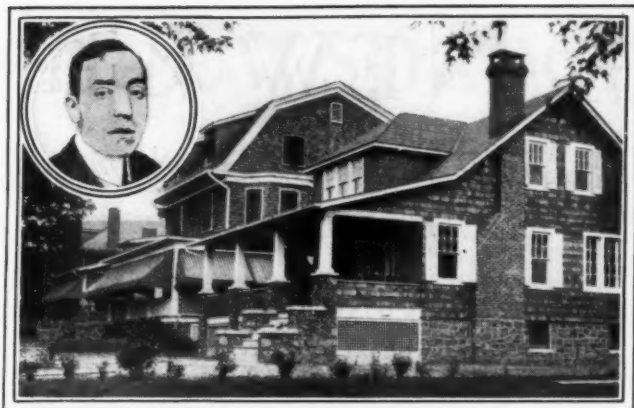
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Your Sales Message Is Home Delivered

in *The Sunpapers* of Baltimore. It goes directly into the worthwhile homes of Maryland's big city. The Sun Carrier organization is the keystone of the circulation of **THE BALTIMORE SUN**.

Some of the representative homes on Sun Route No. 120 are pictured above. This route, which is located in Northwest Baltimore, is managed by Morris Ellin who serves *The Sunpapers* to 90 per cent. of the homes on his route.

The net paid daily (morning and evening) circulation of **THE BALTIMORE SUN** for June was **215,854**—a gain of **32,306** over June, 1920.

Everything In Baltimore Revolves Around

THE SUN

Morning

Evening

Sunday

JOHN B. WOODWARD
Times Bldg., New York

GUY S. OSBORN
Tribune Bldg., Chicago

**Baltimoreans Don't Say "Newspaper"
—They Say "Sunpaper"**

A NEW Chicago

*(Another Striking Development by
the Chicago Evening American)*

NEWSPAPER MEN and advertisers everywhere have watched with keen interest the experiment made by the Chicago Evening American in the development of "WOMAN and the HOME," the Saturday magazine section in "tabloid" form which started with the issue of February 12, 1921.

So immediate were the indications of the success of this experiment that a larger and more important expansion of the Saturday edition is about to become effective.

The New Saturday Edition of the Evening American will include, in addition to the regular news section, the following striking features:

"The AMERICAN HOME JOURNAL"

(a separate section)

A full size 12-page magazine section, with four-color cover, which will carry over the more important features of "WOMAN and the HOME" and in addition striking fiction, adventure, romance, fashions, domestic science, and other special matter containing distinctive WOMAN and HOME appeal.

Four Pages of COMICS

(a separate section)

Such well known comic page characters as "Mutt and Jeff," Fisher's incomparable fun makers, "Abie the Agent,"

Chicago Newspaper

with his inimitable patter, "'Smatter Pop?'," whom everybody loves, and "Polly and Her Pals," Cliff Sterrett's family of humorists, make up a four-page color comic supplement that will not have a peer among American newspapers.

Four Pages of SPORTS NEWS (a separate section)

"Tad," Wallace Smith, Delaporte, Ed Smith, and a galaxy of other famous sports authorities will contribute to the completeness of Chicago's most complete sports section. Every branch of sports and athletics, professional and amateur, will be given full treatment in this enlarged section, making it of itself a fine sports magazine.

A Complete NEWS SERVICE (a separate section)

Already recognized as the most readable of the evening newspapers of Chicago, the enlarged Saturday edition will supplement its normal news features with special articles by well known writers. News of the arts, theatres, movies, books, and a complete budget of society news will remain a Saturday feature.

This great Saturday newspaper will sell for 5c a copy

The new Saturday edition of the Chicago Evening American will start with a circulation of approximately 400,000. It will *not be an experiment*, but a *success* already demonstrated by the experience of "*WOMAN and the HOME*."

It is expected that mechanical facilities now being installed will be completed in time to permit the first issue of the new Saturday edition about September 10.

Your Key to the Electrical Retail Market



YOUR sales key to the electrical retail market can be found in the advertising pages of the publication that best serves the retail, wholesale, and contracting trade and commands its interest and confidence.

Selling ideas are at a premium NOW. Constructive and aggressive merchandising plans are the life blood of every industry. *Electrical Merchandising* holds the confidence of the electrical trade today because it is giving a practical marketing service furnished by the best brains in the industry.

You cannot buy a list of creative electrical retailers who want selling ideas and who put these ideas into actual practice. The only way to obtain the confidence and cooperation of these men for your product is through the advertising pages of the publication which is helping them increase their profits.

Write for a copy of our August sales plan.

Electrical Merchandising

One of the Eleven McGraw-Hill Publications

Tenth Avenue at 36th Street, New York

What others say:

"I am convinced of one thing, and that is: If I am to know what is going on in the electrical industry, I must read *Electrical Merchandising* as soon as it comes to my desk."—Mr. F. B. Pemberton, Public Service Electric Co., Newark, N. J.

"Our salesmen thoroughly appreciate the value of *Electrical Merchandising*. I believe every one of them is 'sold' on the idea and they continually boost *Electrical Merchandising* to their dealers."—J. J. Perry, Sales Manager, Carter Electric Co., Jobbers, Atlanta, Ga.

"Please allow me to say that this is the only magazine that I ever thought touched the electrical contracting and merchandising business."—J. E. Spence, Altoona, Pa.

"You may be surprised to learn that away out here your magazine is bringing a message of better conditions and merchandising methods to the jobber and contractor-dealer. We have a little association here and at our weekly meetings we always turn to the *Electrical Merchandising* for sound business helps and have never failed to find it of benefit."—Brofar Willys Light & Power Co., Arkansas City, Kansas.

"Personally, I could not hope to sell merchandise without the excellent suggestions that I find on every page of your wonderful magazine."—John M. Culver, Minnesota Elec. Lt. & Pwr. Co., Bemidji, Minn.

A Forty Per Cent Increase in Sales Volume This Year

How the Tide Water Oil Sales Corporation Has Achieved It

By Vincent S. Hewitt

BY and large, the business organizations of today fall into two classes. One is composed of those that have accepted present conditions as unavoidable and unsurmountable. They have banked their fires, hauled in their sails, and are scudding along under bare poles to wait until the clearing clouds indicate fair weather. They have reduced their sales force, cut down their staffs, and trimmed their advertising appropriations.

Their argument runs: "The purchasing power of the public has fallen off. The dollar has increased in value and people are holding on to it longer. Exports show a big drop. Europe is in a bad way and political conditions everywhere are unsettled. Collections are slow and the banks won't let us have any money. We'd better lie low, draw in our horns, and wait for normalcy." This is the passive class.

The others belong to the active class. They accept no condition as permanent or impassable. They see no necessity of downing all sails as long as the ship carries on steadily. They are willing to discount strains and buffets for the sake of making progress. They are not disregarding obvious facts. They say that since the dollar is harder to get, they will work harder for it. They argue that since the individual customer is buying less, they will get more customers. They maintain that though the barometer is low, it will not remain so.

Though not oblivious to present unfavorable conditions, they are thinking more of the goal they want to reach. They are concerned more with the future than the present, because when the clouds lift, they expect to find themselves considerably nearer port than those rivals who were

content merely to weather the storm.

The other day the writer was talking with an executive of a prominent company. This man pointed with pride to the economies his concern had recently effected. Several mediums had been dropped off the advertising list. A certain phase of promotional work had been stopped. The temptation to put on several additional salesmen had been resisted. He announced with some pride, however, that the regular sales force had not been reduced. He thought this was worth bragging about in view of present conditions. And what were those conditions? Far from encouraging; customers were not buying. And he went on to relate how buyers had loaded up at high prices during the inflation period and could not be induced to talk business until their present stocks had been disposed of. He related how his firm's product had been peculiarly affected by the present depression. He thought the concern was doing mighty well to hold its own.

TIDE WATER LIKELY TO BEAT BANNER YEAR

It happened that the next person the writer called on was F. H. Dickson, sales manager of the Tide Water Oil Sales Corporation. He made several interesting statements without hesitation and without referring to any unfavorable conditions as regards his product or field. He is in charge of the sales of gasoline and lubricating oil. The former is sold only in the Northeastern States on this side of the Mississippi River. Veedol, the lubricating oil, is distributed nationally.

"Our increase in volume of business this year," he said, "has

been 40 per cent over that of last year, and 1920 was our banner year."

This statement sounded so unusual that I asked Mr. Dickson to repeat it, which he did. I then asked him how he accounted for it.

"This increase in volume," he said, "is not based on repeat orders from old customers, but is due simply to the addition of more accounts. We have worked hard and ranged far. Our sales force is 50 per cent greater than it was two months ago. We have been putting on more men for months previous. We have been looking for new business and have gone into the remotest places for it. We have been doing this with a certain aim in view; we are building for the future. We are sowing our seed widely, figuring that when normal times come around again we shall reap a proportionate crop."

PLAN CARRIED OUT WITHOUT HASTE

The Tide Water Oil Sales Corporation, then, is one of those organizations which is not sitting around to "Wait till the sun shines, Nellie." It has gone out for business hard and aggressively, not with a vague determination to bring home the bacon somehow, but according to an organized procedure every step of which was examined and mapped out in advance.

Some of the features of this plan are as follows:

1. Minute analysis of sales territory.
2. Systematic planning of calls.
3. Careful coaching of salesmen both as to products and methods.
4. Continuous control of sales and salesmen from headquarters.

In the Tide Water plan nothing is left to chance, hunch, or inspiration. Every step is checked and rechecked. Vagueness, overlapping and conflict have been eliminated. Every man knows what it is intended that he shall do and how he shall do it. All the information that cannot be furnished to him he is shown how to get for himself. Once he has taken the

field, the initiative is his, but the results he must account for.

Nationally the territory of the Tide Water Oil Sales Corporation for the sale of Veedol consists of nine divisions. These are divided into 43 districts. In these work 156 salesmen, who in turn divide the districts into blocks, which are gone over one at a time.

The various territories are arranged so as to give each salesman about 600 dealers to attend to. Formerly, these territories were divided according to the number of automobiles in each, but this method was dropped when the organization decided on its expansion plan.

As each salesman takes the field, he is provided with a loose-leaf book in which he records the name and address of each dealer, together with all the information available concerning him and the number of calls made upon him.

This book is charged to the salesman. If he loses it, he incurs a penalty, so he becomes highly aware of its importance. It is intended that these books shall be complete reference volumes, so that if a new man enters a territory he inherits all the necessary information from his predecessor.

Each salesman turns in a daily report of his operations. From this entries are made on cards kept in the home office. Once a month these cards are audited and the salesman's work for that period checked up.

Salesmen are instructed to lay out their fields in a series of blocks, to cover about two weeks' work, about fourteen in number and never over eighteen, and to have a definite block to be covered each day, repeating every third week at least. Each man is supposed to make from 200 to 250 calls per month. Since the day of the small order came in, he is encouraged to visit his customers and prospects as often as possible, weekly if feasible and once a month as a minimum.

In making his rounds he keeps a record not only of the accounts in each block but of the prospects. He is then encouraged to analyze his records, so that in making his

repeat calls he knows where the resistance lies, if any has arisen.

Emphasis is laid on the fact that it is up to each salesman to determine what are the best selling hours in his district, and then during those hours do nothing but sell. The other hours he is to employ in getting a line on new prospects, visiting customers already obtained, and obtaining the information that is to go down in his notebook. But during selling hours he must sell.

A check is kept on the ground each man is covering by the following method. His schedule being known, a dealer on his list is called up by telephone at a certain hour of a certain day. The dealer is asked to have the salesman call up the district office on arrival. The promptness with which the salesman responds indicates how closely he is adhering to his routing.

Salesmen for Veedol products set their own quotas, which they are able to do by watching their compensation. Formerly they were on a salary basis. Now they are allowed a drawing account and commission. They are also furnished with an automobile, on which due allowance is made for depreciation and expenses.

It is the opinion of Mr. Dickson that this system of compensation has brought to the firm a very high quality of salesmen, among them being men who have been sales executives themselves. Since their earnings depend on their own efforts, they work contentedly and intensively.

It is also satisfactory to the company, in that it fixes a set selling cost, on which a loss occurs only when a salesman fails to make the quota which makes up for his drawing account and expenses. All this does not apply to gasoline salesmen, who work on straight salary.

His need of care in selling to responsible dealers only is impressed very strongly upon the Veedol salesman. Therefore the Veedol salesman is warned that no sale is really completed until the goods are delivered and paid for. He is urged to remember that he

naturally wants only those accounts that he can refer to with pride, and that he ought not to waste time on any account of which he would be doubtful if he were in business for himself. He is told to size up his prospects carefully and to observe several points among which are the prospect's evident system or lack of system in running his business, his location, and whether or not he has an automobile agency and is selling accessories, etc.

A SUCCESSFUL SALES SCHOOL

These matters, among others, figure in the instructions given in the Sales School, which was established in the early part of the year.

This school, which now has been in operation long enough to determine its value, gives two courses: one consisting largely of oral instruction and demonstration in the refinery and home office, and intended principally for new salesmen; and the other a correspondence course for men already in the corporation's employ.

The men are grouped in classes of about four members. They are first sent to the refinery at Bayonne for a week, where they are taught the rudiments of refining and processing, and see the actual application of lubrication to the machinery in the shops and power houses. The refinery superintendent also gives them talks which will enable them to answer intelligently the majority of questions a buyer may put to them about oil. In this way they pick up numerous selling points and obtain a "background" of confidence that lends conviction to what they say in the field. At the end of the week the men submit to a questionnaire which determines how well they have absorbed the information given them.

The following week they go to the New York office, where they hear lectures from such experts as the general manager, the sales manager, the advertising and promotion manager, the personnel manager, the credit manager, and finally from the president himself.

Principles relating to product, distribution, marketing, organization and policies are taken up and explained. Besides, there is a thorough drill in selling methods, accompanied by criticisms and suggestions.

While at school, the men are allowed their usual drawing account plus their living expenses, the company taking them directly in charge and putting them up at good hotels.

The correspondence course furnishes supplementary knowledge on such matters as contracts, calls, selling methods and points, manufacturing processes, principles of lubrication and tests. One lesson at a time is furnished, followed by a questionnaire. In short, it is the aim of the corporation to omit in these courses no phase of activity on which the men should be posted.

In the advertising end of Tide Water business, there has likewise been an intensification of activity. Veedol has now been advertised nationally for seven years and there has been no diminution in the appropriation.

Especial efforts have been made this year to teach dealers how to link up with the national advertising by supplementary local advertising of their own and by the use of the extensive line of helps which the corporation is prepared to furnish. Among these helps are flange and road signs, display racks, electros, lubrication booklets and charts, pennants and muslin signs for window displays, besides imprinted letterheads, billheads and blotters.

Salesmen are encouraged not to permit careless dealers to forget or ignore these helps, but to sell dealers on their uses and benefits. An article like a flange sign is costly, and when a salesman discovers one lying in a corner, it is a part of his job to induce the dealer to put it up, if necessary to buy the bolts for it himself.

This year also a start has been made toward creating trained truck crews whose business it is to travel from point to point showing dealers how to get the

most out of the free helps furnished them.

As might be expected of men whose bent is primarily mechanical, garage owners and proprietors of motor service stations devote the majority of their time to either the selling or repairing of motor vehicles and not to the selling of lubricants. The Veedol salesman has been instructed to impart to the garage owner business ideas not only for the betterment of conditions in his particular garage, but ways and means of increasing the sales on all commodities handled by him. That this missionary work bears fruit is shown in the standing of all garage owners of today over that of the past; the standard having been raised considerably in the last few years.

S. Keith Evans Joins Evans & Barnhill, Inc.

S. Keith Evans has become a member of the firm of Evans & Barnhill, Inc., thus associating himself with his brother, David G. Evans, president of that organization.

S. Keith Evans has had twenty-four years' advertising experience in the trade-paper, newspaper and magazine fields. He was formerly advertising manager of the *Review of Reviews*; vice-president and advertising director of the Crowell Publishing Company in charge of the *Woman's Home Companion*, *Farm & Fireside* and the *American Magazine*; formerly vice-president and advertising manager of *Mother's Magazine*; and up to the time of making his present connection, president of the Gravure Service Corporation.

Gainaday Line of Products Increased

The Pittsburgh Gage & Supply Company, Pittsburgh, Pa., maker of the Gainaday Washer and Ironer, has put a new product on the market, a vacuum cleaner, under the trade-name of "Gainaday." Trade-paper advertising is being used.

Another new "Gainaday" product, a hand iron, will be announced in trade-paper advertising in August.

Arthur G. Heller Joins Gunnison

Arthur G. Heller, for fourteen years president of the Heller-Barnham Agency, with offices in New York and Newark, and for the last eighteen months associated with the Hanser Agency, has joined the executive staff of Stanley E. Gunnison, Inc., advertising agency of New York.



The average net paid circulation of The Minneapolis Tribune for the month of June, 1921, was

Daily - 118,414

Sunday 145,925

This is 16,476 more daily than the last published statement of The Minneapolis Daily Journal and 38,533 more Sunday than the last published figures of the Minneapolis Sunday Journal.

**THE
MINNEAPOLIS
TRIBUNE**

Your Only Road to

CAN you reach the farmer by using general magazines or metropolitan newspapers?

To find out we submitted a questionnaire to Farm Life readers—printed it on a page in Farm Life and asked them to fill it out and send it in.

Replies to the number of 6,530 have now been tabulated. They show that of the two greatest general weekly magazines, one reaches less than 4 per cent of Farm Life's readers; the other less than 3 per cent. The strongest general monthly magazine reaches about 4 per cent. The woman's publication most read reaches 6.5 per cent.

The strongest city newspaper is read by less than 1½ per cent of Farm Life readers, and to reach 17 per cent of them it would be necessary to use 45 leading dailies.

In short, no single publication of general appeal is read by more than an insignificant

SPENCER, IND.
FarmLife

ad to a Great Market!

portion of Farm Life's readers. You must use every general publication in the country to secure partial coverage of the Farm Life field.

To use Farm Life itself is far simpler, easier and less expensive—and it brings business that all the other publications put together will not bring!

Farm Life is the most national of Farm Publications with a circulation of 850,000 evenly distributed through every agricultural locality.

*If you are interested write for the detail of
this questionnaire*

THE FARM LIFE PUBLISHING COMPANY

Advertising Representatives

THE JAMES M. RIDDLE COMPANY

New York Chicago St Louis Detroit Kansas City
San Francisco Atlanta Cleveland

SPENCER, IND.
Farm Life

Stepping On It

It is a serious error to put your foot on the brake when you should have stepped on the accelerator.

Advertising is the accelerator of business. Direct-mail advertising "picks up" quickly.

Charles Francis Press

PRINTING CRAFTS BUILDING

461 Eighth Avenue, New York

Telephone 2320 Longacre

People Decide to Buy Long Before the Actual Sale Is Made

Advertising Influences the Decision

By Robert R. Updegraff

THOUGH business in many lines is admittedly slow right now, progress has not stopped dead.

As a matter of fact, it never does stop. The flow of orders from buyers to sellers may be temporarily interrupted, but buying and selling is going on all the time.

A man in Goshen, Ind., plans to build a home "when prices come down and conditions improve a bit." He isn't ordering any materials for that house just yet, but he and his wife are deciding whether the house shall be of tapestry brick or wood or stucco; whether to put in steam or hot water or vapor heat; whether or not to use hollow tile construction; what kind of screens to put on; whether to paper or tint the walls; what kind of bathroom fixtures to put in, and the hundred and one details which must be settled before the contract is let. The orders won't come for a few weeks or months, *but the buying is being done now.*

A small manufacturing business just outside of New Haven, Conn., is planning to build an addition to its plant "just as soon as business gets back to normal." The steel isn't being ordered yet; neither are the windows, nor the bricks, nor the lockers for the men's clothes, nor the wash basins, nor the paper towels, nor the paint, nor the piping, nor the sprinkler system, nor the wiring, nor the roofing, nor the machinery for manufacturing, nor the tools. But they are being *bought right now.*

A woman in Oakland, Cal., is planning to have her kitchen "done over" just as soon as her husband's business picks up a bit. She hasn't stopped in yet to order the new floor-covering, or the new gas range, or the new kitchen

cabinet, or the new window shades, or the white enamel, or the new scrim for the curtains. But she is *buying* these things *today.* Buying is done when the decision to purchase is made, even though the actual sale may not be made until later.

PLANS MUST BE LAID IN ADVANCE

A merchant is planning to take in the vacant store next door, a company is planning to open a Boston office, a girl is planning to be married, a corporation is planning a new development, a doctor is planning to enlarge his office, a church is planning a new Sunday school room, a gas company is planning to develop a new section of a city, a moving-picture house is planning to put in another projection machine, a company is planning to get out a big new catalogue, a family is planning to have the children's pictures taken, a housewife is planning to buy a vacuum cleaner, a hospital is planning to add a new wing: all "just as soon as things settle down a bit."

The materials and machines and furniture and supplies aren't being ordered yet—but *they are being bought.*

They are being bought—in many instances quite unconsciously—from the pages of magazines and newspapers and business journals and farm papers and booklets and theatre programmes, from outdoor display and street-car cards and posters and electric signs, and from merchants' windows.

For *buying* is a slow process that precedes *ordering*, sometimes by only a few seconds or minutes or hours, it is true, but oftener by days and weeks and months.

Buying is being done *right now.* The actual ordering may not be done for a few weeks or months,

but when it starts the materials and machines and merchandise that have been advertised consistently, even if not lavishly, during the present "buying" season will be the first to feel the pull.

This is a time when the true function of advertising—to sell to people's minds—should be appreciated, and its power applied to the task of bringing business and businesses back to normal as speedily as possible.

Chicago Advertising Men Name Chairmen

The Advertising Council of the Chicago Association of Commerce has appointed its committees for the ensuing year, with chairmen as follows: Advertising agencies: H. A. Groth, William H. Rankin Co.; advertising specialties, J. A. Hall, National Association of Advertising Specialty Manufacturers; business press, Herbert Graffis, Jr., Gas & Oil Publishing Co.; car and outdoor advertising, A. G. Barnett, Lyon & Healy; community advertising, Mrs. Agnes Carroll Hayward; direct-by-mail and house-organs, W. E. Kier, Kier Letter Co.; farm paper advertising, Burrage D. Butler, Prairie Farmer Publishing Co.; financial advertising, F. D. Conner, Illinois Trust & Savings Bank; foreign trade advertising, Francis E. St. Austell, Continental & Commercial National Bank; graphic arts (printing, engraving and lithography), Arthur Goes, Goes Lithographing Co.; industrial film advertising, A. L. Erickson, Armour & Co.; national advertisers, John Wilson, The Hygienic Products Co.; newspaper advertising, L. J. Boughner, The Chicago Daily News; salesmanship, George L. Willman, Studebaker Corporation of America.

Goess Leaves Montgomery Ward

O. W. Goess, for eight years assistant director of sales and advertising for Montgomery Ward & Co., Chicago, has resigned, the resignation to take effect about November 1. Before going to Ward, Mr. Goess was for several years in merchandising and catalogue production work with Sears Roebuck & Co. He has announced no plans for the future.

Made Sales Manager of J. Stevens Arms'Co.

T. L. Hopkins has been made sales manager of the J. Stevens Arms Company, manufacturer of shotguns, rifles and pistols, Chicopee Falls, Mass. Mr. Hopkins succeeds T. C. Montgomery, who is now with the Page-Lewis Arms Company of Chicopee Falls, Mass.

Distribution Costs in Collar Trade Are Excessive

The costs of distribution in the collar trade have gone beyond all reason, M. D. C. Crawford writes in the *Daily News Record*, New York. He says in part:

"The collar trade is suffering from a stagnation never before experienced in this industry. This is a result of a combination of causes which have generally affected other industries. But in one way the collar industry is unique. Its cost of distribution has gone beyond all measure of reason. On the statement of a prominent manufacturer in Troy, it costs seventy cents to sell a dozen collars. A few years ago collars sold at wholesale for \$1.10 a dozen. This comparison is self-interpretative. No industry can stand such a charge, and the items of this charge should be carefully analyzed and a new beginning made. This fact is particularly significant when we remember that the time collars sold at \$1.10 a dozen, linen at thirty to forty cents a yard was used as a covering. Since then 96x100 yard cotton fabrics have been substituted at about one-half the cost. During this period labor costs have advanced slightly, but improved machinery, better methods and greater standardization have reduced costs, or at least kept them under a measure of control. During the war and until a few months ago, the price of cotton fabrics was a very important element in total cost, but the evils of the collar trade antedated the period of inflation by at least ten years."

In Search of a Factory Location

I. SPIEWAK & SONS

MAKERS OF SHEEP-LINED CLOTHING
New York, July 15, 1921.

Editor of PRINTERS' INK:

I have been a constant reader of your helpful publication and it has occurred to me that you may be able to assist us in solving our problem.

We are looking for a good manufacturing site anywhere in the East or Middle West. We have heard that there are many small communities which offer all sorts of inducements, such as free land, exempt taxation, etc., to manufacturers who will consent to settle among them.

How to find these communities is our problem. Can you help us?

I. SPIEWAK & SONS,
per M. E. SPIEWAK.

Agency for Sepco Heating Appliances

The Automatic Electric Heater Co., Warren, Pa., manufacturer of Sepco Electric Heating Appliances and Automatic Controls, has placed its advertising with Frank B. Rae, Cleveland. Space in trade papers is being used.

The Capital Trade Mark and Copyright Bureau has established offices in Chicago.

Good-Will in the Balance Sheet

MORTGAGE BOND CO.

LOS ANGELES, CAL., July 11, 1921.

Editor of PRINTERS' INK:

I read with interest in your issue of June 9 the article relative to the valuation which could properly be put upon the item of "Good-Will" in a financial statement.

I was surprised that the writer stated there is no stable basis upon which the value of good-will could be determined and believe that you will agree with me that the following basis is above argument.

Where the established reputation of an enterprise causes it to be able to make a profit considerably in excess of the average profit in that line of business, good-will can be properly capitalized at an amount upon which this excess profit will pay the market rate of interest.

It stands to reason that all the advertising in the world does not establish a good-will of tangible value if the results do not give to the advertiser a profit in excess of that ordinarily encountered in this line of business.

The best auditing theory in practice agrees that good-will should be written off as rapidly as possible and it is obvious that where any tangible good-will exists the ability to write it off exists in the additional profits due to the good-will, whereas if the good-will has no tangible value there is no surplus profit from which to write it off.

Capitalizing good-will on any other basis is economically unsound, any argument to the contrary notwithstanding.

P. T. HANNIGAN,

Manager, Mortgage Bond Co.

FROM the standpoint of conservative financing, Mr. Hannigan's method of capitalizing good-will may be entirely above argument, as he says it is. But we fail to see that it presents a really stable basis of determining value, and it certainly breaks down in the middle when it comes to a question of disposing of the good-will value of a business by sale.

In the first place, the "average profits" or the profits "ordinarily encountered" in a given line of business, are practically impossible to determine with any approach to accuracy. As a basis of computation, those figures are about as unstable as one can desire. Imagine computing the "average profits" earned by upward of 200,000 grocery stores! Or the profits "ordinarily encountered" in the cloak and suit industry! Or by manufacturers of toilet

goods, or electrical appliances, or heavy hardware. In the end you will come down to a matter of opinion and compromise, just as in any other method of valuing this purely intangible commodity. Whether you are talking about profits on volume or on turnover, the average is forever elusive and constantly changing. As a stable basis, an inconstant and indeterminable "average" hardly seems to fill the bill.

And in the second place, the theory implies that a business which is earning less than the "average profit" in its line can claim to possess no good-will value at all. Which is practically equivalent to saying that a locomotive which is traveling at less than the average rate for locomotives (whatever that is), is not moving at all. Such an assumption may be safe and proper from the standpoint of financial square-toes, but it is certainly not the truth, and when a business is about to be sold it must be abandoned altogether.—[Ed. PRINTERS' INK.]

Richard H. Waldo Tells of Trade Conditions

Richard H. Waldo, publisher of *Hearst's International Magazine*, has returned from London, where he attended the meeting of the International Chamber of Commerce. He is more than ever convinced that a full restoration of business and business development depends on foreign trade.

"There has been much planning and more talk," he says, "about the securing of foreign trade, but what is needed now is immediate and purposeful action to crystallize talk and make plans realities."

Mr. Waldo believes, with many others in the business world, that the success of any policy of foreign trade will depend in large measure on our ability to interest the general public in many more things of an international nature.

Successful Furniture Market in Grand Rapids

Two thousand two hundred and sixty-five buyers for furniture and home furnishings stores throughout the United States and Canada attended the Grand Rapids Furniture Market, which closed last week. This is a larger number than had attended any previous market. Although buying was spotty, a very satisfactory total was reported.

Northwest Apple Growers Meet in Portland

The first meeting of the Western Fruit Marketing Conference was held in Portland, Ore., this month, to plan methods of broadening the market for Pacific Northwest apples, particularly through advertising. A committee to effect the new policy was appointed, consisting of J. A. Warman, manager of the Skookum Packers' Association of Yakima; Dwight L. Woodruff, manager of the Wenatchee District Co-operative Association; Professor C. I. Lewis, assistant manager of the Oregon Growers' Co-operative Association; C. H. Swigert, manager of the Yakima Fruit Growers' Association, and A. W. Stone.

G. A. Rieley Made Officer of Powers-House Agency

Gordon A. Rieley has been elected secretary of The Powers-House Company, Cleveland advertising agency. He has served successively for the last seven years as production manager and space buyer of The Powers-House Company. The other officers of this agency are Marsh K. Powers, president, and Frank E. House, Jr., vice-president and treasurer.

F. Burnham McLeary with Kastor & Sons

F. Burnham McLeary, for a number of years with *World's Work* as a writer of advertising stories, and more recently on the editorial staff of *PRINTERS' INK*, has withdrawn from the firm of Benson, Gamble & Slaten, Chicago, to become associated with H. W. Kastor & Sons of that city.

R. B. Bowen with Fuller & Smith

Raymond B. Bowen, formerly Eastern representative for *Review of Reviews* and *Outlook* and more recently central advertising manager of *The Nation's Business*, has joined the organization of Fuller & Smith, Cleveland advertising agency.

D. Fitz-Gibbons Sails for Europe

D. Fitz-Gibbons has resigned as advertising manager of the New York *American* and has sailed for Europe. Before joining the *American* Mr. Fitz-Gibbons had been advertising manager of the New York *Sun* and *Telegram*.

Joins Cleveland Office of H. K. McCann

Charles Kuehn, recently with the Dunlap-Ward Advertising Co., Inc., Cleveland, has joined the Cleveland office of The H. K. McCann Co. Mr. Kuehn was at one time with the Cheltenham Agency in New York.

Indianapolis Agency's New Accounts

New accounts obtained recently by Fred Millis, Inc., Indianapolis, are Duesenberg Motors, Indianapolis, business papers and newspapers; Indianapolis Bank and Store Fixture Co., business papers; Teachers' College of Indianapolis, newspapers; the Three Wheel Drive Tractor Corporation, Indianapolis, business papers and newspapers; Brownlee Mfg. Co., Indianapolis, makers of shock-absorbers, business papers and newspapers, and Hanover College, Ind., newspapers in Indiana and Kentucky.

Manufacturer Appoints Boston Agency

The Tubular Rivet and Stud Company, Boston, Mass., has placed its advertising with the O'Connell-Ingalls Advertising Agency, Boston. Newspapers will be used in large cities, as well as space in business papers.

S. G. Hagen has recently joined the copy department of this agency.

Join American Advertisers Affiliated

Olin Lee Deming, for twelve years advertising and publicity director of the American Can Company, and Frederick M. Berkley, until recently with the Robert Gair Company, will become actively interested in American Advertisers Affiliated, Inc.

Krell E. Spires Makes Change

Krell E. Spires, who has been connected with the advertising department of The Monitor Stove Company, Cincinnati, for more than two years, has joined the organization of The Prather-Allen Advertising Company of that city.

To Represent Butterick Quarterlies

Miss Anna M. Quinn, who for several years has been connected with the Boston office of the Butterick Publishing Company, has been appointed New England representative of the Butterick Quarterlies.

Represent Cumberland "Times"

The Cumberland, Md., *Times* has appointed Howland and Howland, New York and Chicago, newspaper representatives, to represent it in the national field.

Investment Account for Hancock Payne Agency

The Hancock Payne Advertising Organization, Philadelphia, has secured the account of Harrison, Smith & Co., investment bankers, Philadelphia.



In plain figures, the latest 6-months' A. B. C. statement tells the story of circulation in Minneapolis: Since the price increase of 1917, the Tribune has lost nearly 28,000 daily to The Journal's 6,000, and on Sunday The Journal has gained 7,500, while the Tribune has lost 53,000

THE MINNEAPOLIS JOURNAL

*Represented in New York, Chicago, and
San Francisco by O'Mara & Ormsbee*

Are Any of Your Goods Sold in Canada?

If so, you should advertise them *well* and *now*. Spend 10% of your U. S. advertising appropriation in Canada.

Here are a few "tips":

1. Don't attempt to run American copy without change in Canadian publications—it is seldom advisable. The best plan is to select a good Canadian Advertising Agency and have copy written which is Canadian in spirit as well as in letter.
2. Remember, you must use the French language in dealing with the French Canadians. You are handicapped in the province of Quebec unless you have French-speaking salesmen, French literature and French advertising. This is not a whim or a fad. It is an institution.
3. Regarding media—you may use the leading general publications, the small town weeklies and the farm papers.

But the backbone of your advertising efforts must be

The Daily Newspapers of Canada

"Must be"—because Daily Newspapers are unquestionably the "national media."

The Daily Newspapers listed below are important vertebrae in the "backbone of Canadian advertising." They cover Canada from coast to coast and reach a combined population of 1,721,872 people. Each one is a leader of thought and influence in its district.

Write direct to these Newspapers or ask your Advertising Agency for data concerning them.

Place	Population	Paper	Place	Population	Paper
Charlottetown, P. E. I.	12,000	M. & E. Guardian & Examiner	St. Catharines, Ont.	19,860	E. Standard
St. John, N. B.	64,305	M. & E. Telegraph & Times	St. Thomas, Ont.	20,000	E. Times-Journal
Montreal, Que.	861,216	M. Gazette E. La Patrie	Winnipeg, Man.	196,947	M. & E. Free Press E. Tribune
Quebec, Que.	116,850	E. Le Soleil E. Telegraph	Regina, Sask.	42,000	M. Leader E. Post
Sherbrooke, Que.	23,493	E. La Tribune	Saskatoon, Sask.	31,364	M. & E. Star & Phoenix
Hamilton, Ont.	110,137	E. Herald	Calgary, Alt.	75,000	E. Herald
Kingston, Ont.	33,700	E. British Whig	Edmonton, Alt.	65,000	E. Journal
London, Ont.	60,000	M. & E. Advertiser M. & E. Free Press	Victoria, B. C.	60,000	M. Colonist E. Times

Spend 10% of your U. S. advertising appropriation in Canada—beginning at once!



Here is your sportsman—as some people think of him.

They can't see him as he is—a real full-blooded, active, capable man, successful in his business, popular at the club, prominent in his community—in every way a leader.

Do *you* think such a man pays several hundred or thousand dollars for his hunting and fishing equipment, and then neglects his clothes, hat, collar, shirt, gloves, neckwear?

No; he is a clear-headed and particular man—careful in his business, in his dress; careful all along the line.

Have you anything to sell to such a man?

Then tell him about it in the magazine he thinks most of—the outdoor publications—which reach 100 per cent men at the lowest cost per man.

**FIELD
AND
STREAM**

New York

**OUTERS'
RECREATION**

Chicago

Starting the New Salesman Off with the Best Ideas about Your Line

How Sales Managers Interview Their New Men—When to Scare and When to Encourage

By Roland Cole

ONE sales manager of my acquaintance has a special method of his own for introducing new salesmen to the company's business.

This sales manager does not hire his salesmen. It is the duty of another member of the home office staff to find new men and hire them. After the first or second day of his service, the new man is brought into the sales manager's office for his first interview with him.

"I pretend I don't know a thing about him—that our introduction is the first advice I have received of his coming with the company," he told me.

"At first I am brusque and business-like.

"What makes you think you can sell our goods?" is my opening challenge.

"This frequently confuses a young or inexperienced man. In the case of an older man, however, it is apt to make him a little sore. This is precisely the reaction I want.

"A big self-confident fellow was brought into my office not long ago. I shook hands without getting up or looking at him. His self-confidence was so palpable I could feel it encircle me. Never raising my eyes I snapped my first question at him. Dead silence for a minute, then:

"I never said I could,' he snapped back.

"I looked at him. He was fighting mad.

"All right,' I said, turning back to my correspondence. 'I guess that closes the interview.'

"But it did not. He was there to stay. He pulled his chair up to the other side of my table, leaned toward me and began:

"Listen, Mr. Smith. I don't know how I got in bad on this

proposition, but I just want to say this. I don't think I could sell your goods. I know it. If I didn't know it, I wouldn't be here. All I ask you to do is to tell me your side of the story and let me get into my territory. If I can't show results, you won't have to tell me about it, I'll know it before you do. Is that fair enough or isn't it?"

"After I explained that my manner of receiving him had been in the nature of a test to which all new men were submitted, he appeared somewhat mollified, and said:

"In my selling experience I have been up against all kinds of men. What you said to me when I came in here made me forget that I wasn't selling goods. For a minute I thought I was being turned down—thrown out. I never let a man treat me or my house with discourtesy. I stick like glue and fight back. I may not be able to sell him, but at least I get respect before I go."

"I sized this man up as the kind of a salesman who would make good. He did. He was one of the best men I ever had.

"Had I responded to his cordiality and confidence when he came into my office, I would never have known whether he was the real thing or a bluff until he had had a chance to show what he could do on the road, and that might have taken six months."

MANNER OF TREATMENT MUST BE VARIED

This sales manager explained that he did not use the same method on every new salesman.

"There is the timid man, who, if I were to receive him as I did the over-confident man, would faint away, or run in a panic.

"A young man was brought in

to me about a year ago. He was a fine-looking chap, had a good personality, and came with excellent references. Upon entering my office he waited for an invitation to sit down.

"Of course, you know," I told him, "that selling is a man-sized job. Making good with our line will not be difficult, however, for a man like you. You look like a fellow who never knows when he's licked. I'll bet that if somebody told you that you couldn't get an order from a certain dealer, you would stick to that dealer until he gave you an order to get rid of you."

"That was just the kind of encouragement that this man needed. I had two other talks with him before he went out on his territory and he came back stronger and stronger each time I talked with him. When he started he was so impressed with the confidence I had in him that I felt sure he would die before he would disappoint me.

"His first few months' work was just average. Then he began to pick up. I think in another year he will make a first-rate man. The story would have had a different ending, I am sure, had I not fed him up on my confidence in him. He was abnormally under-confident."

TALKS TO INSURANCE SALESMEN

Another sales manager has a method of dealing with new men and has found it effective. He is sales manager of an insurance company. Said he:

"My greatest difficulty lies in getting the right kind of men. The attitude in which they approach, not me personally, but the proposition of selling life insurance, is the thing, among others, that decides for them.

"There used to be a feeling that selling life insurance was a convenient thing to turn to when other means of earning a living failed. The feeling is not altogether dead yet. I admit that some men may really put forth their best efforts when they come to sell life insurance as a last resort. I am not so much afraid of

such men as I am of the dawdler, the dilettante, the man who between 'big jobs' is willing 'to try it and see what he can do with it.'

"There is a man in this town who made a lot of money in the butter and egg business a few years ago. He was and still is one of the most popular men in town, has held public office, and is a royal good fellow generally. He sold out his interest in the butter and egg business and went in for politics. But politics is a waiting game, and he wanted to be busy while he waited, so he came in to see me.

"It seems to me I could write a lot of insurance as I meet people. It's a good way to occupy my time, isn't it?"

"I knew him pretty well, so I did not waste any words.

"Phil," I said, "life insurance is not a side line any more. Or, at least, I can get all the side line salesmen I want. But I'm not looking for that kind right now. And besides, you don't want to start being a side-liner at your time in life.

"If you're looking for dignity I can tell you of a dozen men who have made more money than you have, and made it all selling insurance. They took it seriously and made a business of it. It's bigger than politics and it's bigger than butter and eggs. And if you made a success of it you would have to show something in the line of salesmanship that you haven't shown yet.

"Now, are you willing to admit that you can't do what others, who never had your personality or acquaintanceship, have done? Capitalize your greatest asset; look at this thing as a man-sized job. We will provide the opportunity for you and unless you're a smaller man than I take you for," and I sneered a little, "it won't lick you."

"Well, say—! That man turned in more business in his first six months than any new man I ever hired. What I said to him got under his skin. Whenever he wrote a policy he would come into my office with chest out, toss the papers on my desk as much as to say, 'You may think this is hard

What Good Is Your Advertising Dollar

It's largely up to YOU. It depends on HOW and WHERE you spend it, on the value to YOU of the results you obtain and in the selection of the medium where that value is to be had. In Omaha the local and National advertisers are showing each year a stronger appreciation of results obtained from the overwhelming, concentrated city and suburban circulation of the World-Herald.

46.1%

of all CLEAN paid ads published by the Omaha newspapers during the first six months of 1921 appeared in The World-Herald.

84.5%

The city circulation of The World-Herald equals 84.5% of the families living in Omaha and Council Bluffs, which is 22.3% more than any other Omaha paper offers in city circulation.

This year every department of World-Herald advertising has increased its lead over the other Omaha newspapers. Note the percentages carried by The World-Herald and the substantial increases in all these departments. Measurements were furnished by Haynes Advertising Agency. (Medical ads omitted from the other newspapers' totals, as The World-Herald does not publish this class of advertising.)

Total Clean Paid Advertising

First six months 1920 the World-Herald carried 43.1%
First six months 1921 the World-Herald carried 46.1%

Total Local Display Advertising

First six months 1920 the World-Herald carried 38.6%
First six months 1921 the World-Herald carried 41.2%

Total Foreign Display Advertising

First six months 1920 the World-Herald carried 44.3%
First six months 1921 the World-Herald carried 51.8%

Total Automobile Advertising

First six months 1920 the World-Herald carried 39.6%
First six months 1921 the World-Herald carried 43.2%

Total Classified Advertising

First six months 1920 the World-Herald carried 56.3%
First six months 1921 the World-Herald carried 60.9%

If, in placing your advertising appropriation, your sound business judgment is guided by the cold FACTS of the case, facts that have been and are being substantiated daily, your selection will be The World-Herald and in so doing you will very materially increase the value of your ADVERTISING DOLLAR.

OMAHA WORLD-HERALD

Away ahead of the rest in news, advertisements and home circulation.
O'Mara and Ormsbee, Reps. Chicago—New York—San Francisco

Still leading — — — — —

From PRINTERS' INK, July 14, 1921

**Monthly Magazines Carrying
General and Class Advertising**

MoToR— Columns Lines
308 51,744

MoToR—the National Magazine of Motoring—carried 45% more lines of advertising than did the next paper in this field.

Manufacturers have found it pays to concentrate their efforts in a medium that reaches a *definite field*.

In considering your appropriation, bear in mind that MoToR reaches—among its subscribers—12,000 established dealers who afford an outlet to a substantial proportion of the sales made to the American car owner.

These dealers look to MoToR to keep them in the close touch with motordom that is essential to their progressiveness.

MOTOR

119 WEST 40TH STREET
NEW YORK

Detroit Office
1407 Kresge Bldg.

Western Office
Hearst Bldg., Chicago

for other men, but I want to tell you it's easy for me.'

"In a year he had done so well that the company took him to the home office to show our department heads how he did it."

This sales manager had referred to failures—men who wanted to sell life insurance as a last resort. I asked him how he dealt with them.

"There are two kinds: Those who haven't had a job for a long time and are financially down and out. If there have been extenuating circumstances and the man's character is sound, I will gamble on him. But I make him understand he is starting on a permanent career and not playing with a makeshift.

"The other kind are men who have never actually failed in other work, but have not been so successful as they wanted to be. Life insurance looks rather easy to them—a somewhat lucrative 'hold-over' until a better thing comes along. Such men I try to scare."

He took me into the outer office and indicated a young chap at that moment talking to the cashier.

"He was one of that kind," said the sales manager when we were seated again. "Had a job in a department store, selling shoes. When he started with us his only idea was to make enough money to get out of debt and then go back into some other line of selling. On the day he came to work I said to him:

"You're up against the toughest game you've ever been up against. Only the most careful planning and the hardest kind of work will enable you to put it over. You want to make good, don't you?"

"Why?" He looked alarmed.

"Now, don't be scared," I reassured him. "You can do it. The only thing I mean is that there is no halfway success in selling insurance. Either you go over big or you flatten right out. Those that succeed, succeed one hundred per cent and stay at it. They think it's the grandest work in the world.

"I believe in you or I wouldn't have let you start. Consequently

I am going to see you through. I have so much confidence in you that I will back you for a year, if necessary, out of my own pocket. But I don't think that is going to be necessary. All I ask is that you place the same confidence in me that I put in you, and stick.'

"His application and contract had been signed so I was pretty sure he wouldn't back out at the start, and he didn't.

"I knew he was a good salesman and would make good. My only fear was that he would do fairly well during his first few months and quit as soon as he got out of the financial hole he was in. So I gave him the poorest field to work in and put him on a fair drawing account.

"At the end of two months he had worked as hard as a man ever worked and owed me a little money. Then I began to give him a better territory so that his earnings increased gradually. At the end of six months he was making the money he would have made at the start had I not held him back.

"Success came to him by easy stages, which fed his interest and enthusiasm and kept him looking ahead. He was then permanently sold on the proposition. I attribute his success to the fact that I scared him on his ability to make good."

PROPER CONCEPTION OF THE PRODUCT TO BE SOLD

There are times, however, when a new salesman's success depends not so much on the spirit in which he tackles the job as upon his conception of the importance of the product he is called upon to sell.

A question sales managers frequently ask themselves is, "How can I inspire the men with a thought of the important place our product occupies in our commercial or economic life? How can I make them see their work not as a matter of getting orders for goods, but as a service to mankind?"

"I remember a young fellow who came to us from the grocery field," said a sales manager whose company made a line of office specialties. "He had been selling

canned food products for one of the largest houses in that field. His conception of his work with us was that it would be calling on dealers and taking orders for stock.

"Before he started out I sent for him. When he came into my office I said:

"Why should I, as an officer of this company, be interested in what you have for sale?"

"He thought he caught my idea—that I was staging an exhibition sale—and went to it. After naming a few of our office devices and referring to their advantages, he settled down to concentrate on one of them, when I stopped him.

"You've got us wrong," I said. "Your conception of our line is that it is an assortment of products that are better and more desirable than others. That presentation is not so good. As a customer I am interested only in that when I am forced to buy and those occasions take care of themselves. They are your velvet."

"At this point I invited him to sit in my chair while I got up and stood at the door. I said to him:

"The best service I can do for you, Mr. Jones, is to show you where you can make some money.

"You know—only too well—what it costs to run your office. You get value received for every dollar you pay out. If you were to discover how you could get the work done for less than it costs now, and the work, when done, would be so much better done as to help make more sales, it would be worth while looking into it, would it not?"

"Suppose you permit me to visit your department heads. Suppose I am able to show a department manager where he can make a number of economies that do away with congestion and raise the level of his co-operation with other departments and that this permits him to handle a greater volume of work at a lower cost of operation, wouldn't that be a means of making more money for the company?"

"When it comes to deciding on whether you will buy my goods or

not, think of that question in terms of how much money the use of the goods will make for you."

"Well, sir, this was a new vision to that young salesman. He got up from my chair in a sort of daze. He had gained an entirely new conception of our place in the economy of the business world. He tells me to-day that he never forgot the picture I painted for him. It sent him into his field with a powerful push that carried him to success from the start."

Mackintosh Addresses New York Club

The new president of the Associated Advertising Clubs of the World, Charles Henry Mackintosh, made his first official address before the New York Advertising Club on July 26. In this address Mr. Mackintosh gave an outline of a tentative plan for the Associated Clubs for the coming year.

This plan, which had not then been submitted to the executive committee of the Associated Clubs, is concerned with the education in advertising of members of the clubs.

The great majority of the members of the clubs, Mr. Mackintosh said, are retailers. They are the people who come in contact with the ultimate consumer. The national advertiser should see that the association can be of use in educating those retailers so that they will give more strength to national advertising.

It is proposed, he stated, to do this educational work by (1) having three courses in advertising at the disposal of this great majority of our membership; (2) having the National Advertising Commission, through the Associated Clubs, place at the disposal of these members all information it possesses regarding all types of advertising mediums, and (3) having the central organization provide balanced programmes for each member club.

Mr. Mackintosh stated that all of his time throughout the coming year would be given solely to the work of the Associated Clubs.

Immediately before Mr. Mackintosh delivered his address, a presentation of a large silver bowl was made to George W. Hopkins, vice-president of the Columbia Graphophone Company, and immediate past-president of the New York Club. The gift was made by Oliver B. Merrill, treasurer, on behalf of the club as an expression of appreciation of Mr. Hopkins' service as president of the club.

The account of the United Serum Company, maker of anti-hog cholera serum, has been placed with the Gray Advertising Company, Kansas City. Advertising is now being placed in national and State farm papers.

1921

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VANDERHOOF & COMPANY *General Advertising*

VANDERHOOF BUILDING • •  167 E. ONTARIO ST. CHICAGO

Selling Silence to a Legion of Coughers

*Advertising changes a season-
able seller into a line leader*

You don't class cough drops as an every-day confection. Primarily they are remedial. Therefore you are only an occasional prospect.

How to span the interval *between* your needs, was the problem Bunte Brothers submitted to us some years ago. The solution has made "Stop That Tickle" a national admonition, with Bunte Cough Drops as the accepted means.

There is a new angle in every product that experience can always uncover.



"Stop That Tickle"

Service an



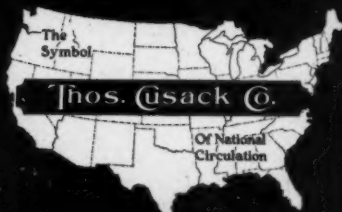
A significant fact

—more advertisers are
using Outdoor Ad-
vertising this year
than ever before!

e an Efficiency



act



CHICAGO
HARRISON AND
LOOMIS STS

NEW YORK
BROADWAY AT
2516 STREET

OUTDOOR ADVERTISING
NATION-WIDE

750,000 MEN

RECEIVED COLUMBIA THIS WEEK

Every week these 750,000 men spend for themselves, their own or employers' businesses at least \$20 each—\$15,000,000 weekly.

Manufacturers and merchants who want to get some of this \$15,000,000 weekly expenditure can get it by using COLUMBIA

Advertising managers and agents don't need to guess about the value of COLUMBIA—get the facts from headquarters.

Write for information

750,000 MEN—A MARKET

COLUMBIA

National Monthly Published by Knights of Columbus

WARREN KELLY, Adv. Director
105 West 40th Street, New York

SEARS & IRVING, West. Represent.
Peoples Gas Building, Chicago, Ill.

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Intensifying Sales Efforts While Reducing Selling Costs

Pacific Coast Borax Company Links Efforts of Crews and Regular Salesmen with Its Advertising

By C. P. Russell

THE Pacific Coast Borax Company, manufacturer of "Twenty Mule Team" borax products, is a concern from which comes the report: "Business is good."

Like most other business organizations, this company was more or less affected by the buying strike which set in a few months ago, but instead of accepting the new condition as insurmountable, it resolved to meet it by putting forth extra efforts.

That business has remained good with the Pacific Coast Borax Company, even through the low point of the valley of mid-winter depression, is due to the backing up of its publication advertising by intensified selling efforts.

When the first reports came from the field indicating a relaxation of public interest in buying, the company decided upon two aims: First, a wider distribution of products, and second, reduction in the cost per order.

One of its first moves was to place twenty-five crews of demonstrators in the field. The business of these crews is to make a house-to-house canvass, obtaining orders for Twenty Mule Team Borax products, which are then turned over to dealers for delivery and collection. Getting orders, however, is a secondary consideration. Their primary function is advertising and education. In fact, the expense of maintenance is charged to advertising. The order is only a means to an end. The aim is a wider distribution of the company's seven products by acquainting women with the uses to which these products may be put, thus reinforcing the publication advertising, which has the same purpose.

Crews are composed mostly of

women, and 75 per cent of the crew managers are women also. There is a reason for this. Women, as a rule, are not only better detail workers, but they meet with a more favorable reception from women consumers.

Feminine managers of households, when busy at their tasks, are not always dressed so they wish to be seen at the front of the house, and in such cases a woman demonstrator is much more apt to obtain an actual interview than a man. In fact, the announcement of a strange man at the door is enough to start many women secluding themselves yet more firmly in the recesses of their homes. But a female caller is at least apt to arouse curiosity.

To avoid the danger of "load-ing-up" consumers unnecessarily, the demonstrators are instructed to take one-dollar orders only. These orders include at least three products—generally Borax, Borax Chips, and Boraxo, which is a scented powder suitable for the toilet and bath.

PRELIMINARY INVESTIGATION

The desirability of a canvass in any particular community is determined by the district sales manager, who appoints the crew manager, who in turn engages the demonstrators.

The town selected is divided into districts so as to put the canvass on an organized basis, and a quota is set for the crew.

A salesman then comes into the town for a "prelim" visit. He notifies the dealers of the coming canvass and takes their orders to meet the business, which by the law of averages, is certain to develop.

Each grocer is asked to sign a form containing a "statement" as follows:

GROCER'S STATEMENT

In consideration of the Pacific Coast Borax Company guaranteeing through their special contract a hundred per cent delivery of all orders, the undersigned agrees to accept and make an honest attempt to fill all orders taken on his store for

2 1-lb. pkgs. M. T. Borax.....	\$.35
2 25c pkgs. 14-oz. M. T. Soap	
Chips50
1 can Boraxo15
Total	\$1.00
Signed	
Street Address	
Town	
Total no. pkgs. Borax.....	
Total no. pkgs. Chips.....	
Total no. cans Boraxo.....	
cs. Borax cs. Chips cs. Boraxo	
Salesman	
Pre.	
Sec.	
Signature obtained by.....	

The crew then comes in and turns the orders over to the dealer just as taken.

The crew is followed in two or three weeks by a window trimmer, who visits the dealers and keeps the interest in Pacific Coast Borax products alive by installing in one window of each store a display made up of stock grouped around a large central cut-out. This display is made as quick and simple as possible. The effect aimed at is that of a billboard, the lines being simple, the contrast strong, and the message brief.

A little later, advertising in the local newspapers is started, so as to supply a still further link-up with the canvass, and keep public interest alive. Thus the canvass is not an isolated affair, but a link in the marketing campaign.

The expense of maintaining a crew is of course considerable, but the results of a canvass, if properly organized and directed, are certain. This may not be true of an unadvertised product, but in the case of Twenty Mule Team Borax, it is found that housekeepers have either been customers in the past or are well acquainted with the name because of extensive advertising. Experience has shown that out of so many houses called on, a substantial percentage may be expected to yield orders; but outside of that the chief value of a canvass

in the case of borax products lies in educating the consumer as to their usage. Most housewives are acquainted with the use of borax as a water softener, but not all of them know its value as a cleaner, as a sterilizer, as an enemy of bad odors and of insects. The chief weapon of each canvasser is a small booklet designed to inform the consumer on all these various uses.

KEEPING SALES FORCE SOLD

The second move of the Pacific Coast Borax Company in intensifying its selling efforts was to get closer to its salesmen and show them not only how to sell with the most intelligence, but how to reduce their selling costs.

One of the first plans adopted was a method of selling the salesmen all over again as to the merits of the products they were handling. No matter how long some of the salesmen might have been with the firm, it was believed that it could not fail to be of benefit to them to refresh their stock of knowledge, and to re-educate them in A B C fundamentals.

A series of weekly letters was begun, outlining the chief talking points in regard to each product. An effort was made to make these letters as interesting as possible and, far from feeling affronted, the men welcomed these letters and wrote in to give them their approval.

One letter, for example, deals exclusively with Borax. It is discussed as an element and as a chemical having unique distinctions. Its sources and properties are indicated as well as its value in fluxing, washing dishes and silverware, in starching, in the bath, and in general household uses. Its action in water, when washing clothes, is described in detail. Its value as a deodorizer and color-setter is cited.

Another letter deals with boric acid. Its difference from corrosive acids is described and its value as a harmless antiseptic outlined. The forms in which it may be applied are detailed—as a pow-

(Continued on page 85)

6,000 RUBLES A DAY

she lives by
renting her
VOGUE

She's a Countess. But she happens to live in Petrograd where even Countesses can't be lilies of the field. She has to earn her living.

The Countess knows that the feminine public, even when reduced to eating black bread and cockroaches, still eagerly desires to learn how long the rest of the world is wearing its skirts. So she manages to get hold of a copy of **VOGUE** every two weeks—Lord knows how much she pays for it—and she rents it out to the metropolitan dressmakers, who take it in turn, gratefully, two days at a time—6,000 rubles a day!

"They've Simply Got To Have It"

For there is only one voice that establishes the mode with absolute authority, one recognized world-round fashion-arbiter—*Vogue*. That is why every woman to whom the mode is of moment, Russian or French, English or Spanish or American, *has to have Vogue*.

One hundred and fifty thousand American women—readers of *Vogue*, leaders in their own communities—have this fundamental ineradicable interest in clothes, plus the money to buy what they want for themselves and their homes, regardless of price.

Are you getting to these women with your product, when they're in the buying mood?

They're Always in the Buying
Mood When They're Reading

VOGUE

RALPH F. BLANCHARD 19 West 44th Street STEVEN C. RAWLINS
Advertising Manager New York City Western Manager



The CENTURY

"How is it going?"

THE newer CENTURY first appeared in its present dress with greatly increased volume of contents, in May. Beginning with that issue the subscription price was raised to \$5 per year, with single copy 50 cents. Many of our friends have asked "How is it going?" We are glad to tell you.

Every one of our last four issues, including August, has shown a marked increase in sales. The advance as compared with April, is approximately

25 per cent increase in news-stand sales

Subscriptions have likewise increased, with even a larger percentage of renewals than The CENTURY average, which always has been high. This steady growth, during a summer which no one will describe as a boom period, enables us to answer "fair."

The August issue is now on news-stands and in the mails. It surpasses any previous CENTURY. Critics have written their belief that it reaches the highest level of magazine excellence within their experience. Stories by Donn Byrne, Dorothy Canfield, James Mahoney, Charles Saxby, Stephen French, Whitman and Phyllis Bottome; articles and essays

by William Hard, Frank Crane, Pierre Mille, Harry A. Franck and a notable contribution, *The American Theatre*, by Oliver M. Sayler; verse by Vachel Lindsay, Amy Lowell, and Elinor Wylie; these are part of a remarkable collection.

Rising Circulation

makes a better buy

The CENTURY is not sold simply as so much circulation. It reaches a clientele more important for quality and affluence than for numbers. It carries prestige and influence beyond ordinary measurements. But it is undeniable that a magazine of this character with rapidly advancing circulation will give far more advertising value than the rate would indicate.

THE CENTURY COMPANY
353 Fourth Avenue, New York

The CENTURY

for August

50¢ *per* COPY
\$5.00 *per* YEAR

One of the Quality Group



THE NEW YORK HERALD

Further Strengthens Its Position in

FINANCIAL ADVERTISING

Evening Post figures on Financial Advertising for the month of June show that The New York Herald carried **107,962 lines—a gain of 15,006 lines over June, 1920.**

The New York Herald is second among New York newspapers in lines of Financial Advertising—and is steadily drawing closer to the first paper and increasing its lead over the third paper.

A careful study of the Financial Pages of The New York Herald—the news, financial articles and the Special Weekly Bond Page—will show you the reason why both readers and advertisers have such confidence in the Financial Pages of

THE NEW YORK HERALD

der, solution, salve, or talc powder. Its industrial uses are likewise cited—in manufacturing, welding, making leather, and preserving foods.

At the same time the salesmen were encouraged to form an exchange of sales ideas. Each salesman wrote out what he conceived to be his best talking points as gained from experience and observation, and sent them to sales headquarters, which had them mimeographed and mailed weekly to all members of the sales force, the author being named in every case.

For example, one of these letters is written by William Siegle, representative at Boston. He first relates his experiences in selling Borax, how he seeks to educate the dealer as to its various uses and how he meets arguments as to competitive lines and prices.

In selling Borax Soap Chips, he explains that he has found it useful to carry a small bottle of solution showing the soluble qualities of Borax Chips.

In the case of Boric Acid, he mentions the fact that the druggist is a different type of buyer from the grocer. The big question in his territory, he finds, is the price, and the salesman must, therefore, be well posted on the different prices of competing products.

"When I find a druggist," he writes, "who states he packs the boric himself in small cartons, I try to show him that his cost of labor, twine, paper and ringing up of sales does not warrant him going to the trouble of packing the boric himself, when he can get boric packed in small one-quarter pound packages, and can make a good profit on it, and also give the consumer good value for his money, and the explanation of different uses of boric when he would not give the uses on his own carton, which in the end means more uses of boric and more purchases."

It has been found that members of the selling force take a keen interest in these letters from other salesmen, because they feel

that they are not being handed instructions from "on high," but are getting useful tips from men who are facing the same problems as themselves. Defective composition and an occasional slip in English are a help rather than a hindrance in these letters, because they make the letters more life-like and more flavored with personality.

There are other benefits to be derived from this exchange of ideas. It generates a valuable *esprit de corps* among the men, because each man feels that he is a definite part of the organization, and the effort of composition in putting down his ideas compels him to put his own methods to the test of comparison with others.

Two letters are sent out by the sales manager each week to the men in the field. One is known as "The Monday Usual," and consists generally of a brief review of business conditions and of the prevalent feeling in the market. The other is called "The Thursday Bracer," and consists of short inspirational matter, friendly and cheerful in tone, and containing any bits of good news that may develop.

The correct names and addresses are obtained from the routing lists sent in every Saturday by each district manager, who gives the routing of the men for the two weeks following.

SALESMEN KNOW WHAT THEY COST THE COMPANY

While the men are being thus encouraged on the side of aggressiveness in selling, they are also being taught to watch their selling costs. Every salesman receives a weekly sales statement containing an analysis of his work for the previous week, made out on a form reading as follows: .

SALESMAN	
WEEKLY SALES STATEMENT	
WEEK ENDING.....	192...
Total Expenses	\$.....
Total Value of Sales.....	\$.....
Per cent Cost to Sell.....	
Total No. Cases Sold.....	

Total No. Orders Sold.....
 Average No. Orders Per Day.....
 Average Cost per Order.....\$.....

ANALYSIS OF PRODUCTS SOLD

Cases	Product	Pds.
.....	Powd. Borax 96 1/4 lb.....
.....	" " 48 10 oz.....
.....	" " 48 1 lb.....
.....	" " 24 2 lb.....
.....	" " 12 5 lb.....
.....	" " USP 24 1 lb.....
.....	20 M. T. Soap 100 Bars.....
.....	Laundrax Soap 100 Bars.....
.....	Borax Soap Chips 24 Lge.....
.....	" " 48 Sml.....
.....	Boraxo 48 5 oz.....
.....	" 24 12 oz.....
.....	Violet Talcum Powder.....
.....	Powd. Boric 36 3 oz.....
.....	" " 48 1/2 lb.....
.....	" " 24 1 lb.....
.....	" " 6 5 lb.....
.....	Gran. " 48 1/2 lb.....
.....	" " 24 1 lb.....
.....	" " 6 5 lb.....
.....	Crys. " 24 1 lb.....
.....	" " 6 5 lb.....
.....	Spangles 24 6 oz.....
.....	" 24 1 lb.....
Total Cases and Pounds	

The salesman is thus enabled to keep posted on every detail of his own duties. He knows exactly what he is costing the firm and what results he is getting by percentages. If he is weak in any particular, the analysis reveals it to him more plainly than any amount of verbal lectures.

Accompanying each statement is a letter of comment signed by the sales manager, relating especially to the distribution of products and the cost per order. A similar letter goes to the district manager, accompanied by an analysis and a duplicate for each salesman. If there is a weakness anywhere, attention is immediately called to it. At the end of each month, each salesman receives another statement containing a recapitulation for the previous four weeks and showing the standing of all regular salesmen as regards their selling costs.

It has been found that the men study these statements with the closest attention, for if there is any error, a protest is quickly forthcoming. The attention of salesmen is thus kept constantly concentrated on the thing that frequently gives most worry to

the sales manager—selling costs. Hence the men do not need to be "jacked up," because their work, itemized in black and white, is constantly before them.

Salesmen are encouraged to write in to the firm as often as they have anything to say. In fact, a suggestion sheet is attached to their expense accounts, on which they are expected to put down any facts necessary to a complete understanding of their work. If dealers are interviewed but are not sold, that fact goes down. If resistance crops up anywhere along the line, that likewise goes down.

There is thus an almost constant interchange of letters between the sales manager and his men.

LETTERS TO ROAD MEN

W. W. Shannon, sales and advertising manager of the Pacific Coast Borax Company, is a strong believer in letters as a means of keeping in close touch with the men out on the firing line. Some weeks his men get a letter from headquarters every day. He doesn't believe there is any likelihood of dulling the sensibilities of his men, as long as the letters are made actually helpful to them in performing their daily work.

"One of the principal purposes of these letters," he said to a PRINTERS' INK representative, "is to meet the men's problems before they themselves actually encounter them. In dealing with the new conditions, some of our salesmen are meeting peculiar problems for the first time, and our aim has been to anticipate these questions in advance. We do not wait for a man to become discouraged before he tells his troubles, but try to arm him in advance with the information that he needs. We are constantly getting reports from our different districts, and if a sore spot develops anywhere, we are able to give warning of it to others. The effect of this is to make the men feel that the home office is fully aware of what is going on and



The Government Never Stops —So Washington (D.C.) Is Always Busy—

—therefore always buying—making the National Capital an ideal field for publicity campaigning. It's a community of varied wants—with the resources to gratify them.

To reach this fertile field directly—completely—convincingly—**ALL** you need is the Washington Star.

The National Newspaper at the Nation's Capital

The Evening Star.

WASHINGTON, D. C.

Write us direct or through our

New York Office
Dan A. Carroll
150 Nassau Street

Chicago Office
J. E. Lutz
First Nat. Bank Building

stands ready to help them in every emergency. That the men appreciate this attention is shown by the letters they write us."

Coincident with this co-operation from headquarters, the firm has also successfully conducted a salesman's contest, cash prizes being awarded according to the point system, over an eight-weeks' period. There were two kinds of prizes, one being for the men working with canvassers and the other for the regulars.

Meantime, the company is keeping up its advertising, mostly at present in newspapers and farm journals; for the Pacific Coast Borax Company is a strong believer in advertising as a necessary part of a co-ordinated selling campaign. There is nothing hit or miss about its crew work or its salesmen's efforts. Each is a factor definitely related to the advertising in building up a better public appreciation of the numerous uses for Twenty Mule Team Borax and borax products.

Rug Makers Advertise for Return of Strikers

A number of rug manufacturers in Philadelphia have been using advertising to warn striking employees that unless they return to work soon they will lose their jobs. The advertisement also tells the strikers that they have lost the closed shop issue because they refused to accept a reasonable cut in wages. Part of the advertisement read:

"Every minute you delay coming back to your looms is costing you dearly. Today your employers may be able to take you back; tomorrow may be too late. Already some of your fellow workers and union men are back at their looms. Looms in nearly every factory are now in operation and more are being started every day.

"Now, men, it is time to come to your senses and know where you stand. The question of a closed shop is a dead issue. The open shop is here and here to stay. You could have kept the closed shop if you had accepted a fair reduction in wages when it was first offered. Now you have lost the closed shop and unless you return to work at once you will lose your jobs, too."

Pensacola, Fla., "News" Has Sunday Edition

The Pensacola, Fla., *News*, which has been a six-day evening publication, now issues a Sunday edition. The first Sunday edition appeared on July 10.

"You Need a Spare Tire"

The Bigelow Supply Company, Pittsburgh, dealer in automobile supplies, believes in going after business in an unusually aggressive manner. The Bigelow idea calls to mind the familiar plan of the Weed Chain people in referring in newspaper advertising, by license number, to a particular automobile which one of their scouts noticed on the street, fully equipped with chains.

The Bigelow advertising takes the form of letters which are filled in with the names of automobile owners obtained, apparently, by checking up machines' license numbers. The letter reads as follows:

"Dear Sir:

"When your car passed our store the other day, it was noticed that you did not carry a spare tire.

"Of course you intend to get one. You know the trouble and inconvenience it is to change tires whether on business or pleasure. An extra tire quite often acts like insurance—if you have it you don't need it, but when you don't have it? ? ?

"Here are Goodyear and Goodrich tires in stock. Not a tire or tube in the store over thirty days. Our location makes possible a minimum stock and a quick turnover.

"Better drop in and let us fix you up for that holiday or vacation trip. Don't run chances of having your outing spoiled. You need a spare tire anyway."

New Accounts with Potts-Turnbull Agency

The Omaha office of The Potts-Turnbull Company has been chosen to handle the advertising of the L. G. Doup Mattress Company, Omaha. Orders are now going out to farm papers, newspapers and outdoor advertising companies of the Omaha territory. The "Neverstretch" mattress is being featured in this advertising.

The Omaha office of this agency has also been chosen to handle the mail-order advertising of Bradley, Merriam & Smith, of Omaha. A large list of agricultural publications of the Middle West will be used.

Samuel M. Stone Heads Colt's Manufacturing Co.

Samuel M. Stone has been elected president of the Colt's Patent Firearms Manufacturing Company, Hartford, Conn., succeeding Col. William C. Skinner, who has become chairman of the board of directors. Mr. Stone came to the Colt organization sixteen years ago as a salesman; two years later he was made sales manager. He was made a vice-president of the company in 1912.

The Duplicator Manufacturing Company, Chicago, has found it expedient to change its corporate name to that of its advertised product, "Ditto." The corporate name is now Ditto, Incorporated.

The end of the Rainbow

In all advertising and merchandising effort, the sale is the end of the rainbow. Many a purchaser buys with mingled feelings of hope and doubt that he will get his money's worth.

When a buyer opens for the first time one of your packages, he should be greeted with a message from you. Having paid his money, he is anxious to prove his judgment. Therefore, he will read your message with an attention that cannot be otherwise obtained.

Put a printed message in every package you sell. No package is too small, and of course none is too large, to accommodate a neatly printed and folded piece of advertising literature — provided your printer employs Cleveland Folding Machine Equipment.

A 32-page booklet three inches by two inches can be folded and cut on a Cleveland. Even smaller folders, leaflets and booklets can be produced in one or more of the 146 distinctive fold-styles that only a Cleveland can make.

We send samples of these folds to every person interested in advertising who asks for them.

THE CLEVELAND FOLDING MACHINE CO.

GENERAL OFFICE AND FACTORY: CLEVELAND



FACTS

1. The Publishers' A. B. C. statements for the six months ending April 1, 1921, show the national circulation of The FORWARD to be 42,667 more than the combined total circulation of the only two other Jewish A. B. C. dailies:

Jewish Daily Forward182,834
Jewish Morning Journal	... 76,237
Day-Warheit 63,930

2. The aggregate total circulation of all Jewish dailies published in the United States is less than 400,000. Of this The FORWARD circulation is close to half, which indicates that every other purchaser of a Jewish newspaper buys The FORWARD—a *fact* which has no parallel in any other field.

3. The FORWARD, owing to its tremendous numerical preponderance, is read by every class of Jew, in greater number than any of its contemporaries—a *fact* which makes The FORWARD the best qualified medium for any class of advertising.

4. The FORWARD carries the largest volume of local and national advertising—a *fact* which proves its force as a result-producing power.

5. The FORWARD is the only Jewish daily having an independent, well-organized SERVICE department, with a staff of trained specialty men constantly calling on the Jewish trade, making trade investigations, putting up window displays and obtaining dealer-co-operation—a SERVICE which is a *fact*, not a promise.

6. Using The FORWARD the advertiser reaches half of the Yiddish reading population, at a lineage rate which is one-fifth of the aggregate rates of all the Jewish dailies published in this country—a *fact* which has earned for The FORWARD its position of leadership as a Jewish national advertising medium.

*“The Gateway to the
Jewish Market”*

***The* JEWISH DAILY FORWARD**

175 East Broadway
NEW YORK CITY

1128 Blue Island Ave.
CHICAGO, ILL.



—always say
“P & A”

—because we at “P & A” take as much interest and pride as do our customers in having their advertisements print up well and in meeting insertion dates. Our trade mark appears on every “P & A” electrotype, stereotype and mat.

Partridge & Anderson Company

Electrotypes - Mats - Stereotypes
 714 Federal St. Chicago

The Sense of Humor in Salesmen

Knowing How to Look on the Brighter Side and to Take Bumps Good-Naturedly an Invaluable Asset

By S. C. Lambert

THE manager of a large State agency of one of the well-known insurance companies had called an early-morning conference in his private office. Eleven of his best men, from various parts of Ohio, had been summoned to this get-together, unceremoniously, and with just enough curt abruptness to cause antagonism. It was one of the most insufferably humid days of July, when it required only the slightest spark to start a flame of irritability.

The manager believed that his men were not striking so high an average as they might. In their shirt-sleeves, the twelve perspiring men took chairs around a table and a discussion began which gradually assumed serious aspects. One by one, the manager rubbed those representatives the wrong way. He took them to task for being slackers. The business was slipping. Agents from the rural districts were particularly unprogressive.

At half past twelve, eight of the men had indignantly resigned. They simply refused to accept any more of that sort of talk. Others were gradually lining up for a feverish getaway. The manager lost his temper and everybody else immediately followed suit. And all the while, up from the congested, piping hot street, and in through the open office windows of the twelfth floor, came gusts of humid air. It was a fine place for a murder!

This office building was directly opposite a large hotel. Its windows looked into the windows of the hostelry, and one of the local agents, a stout, middle-aged optimist, who had been in the insurance business all his life, suddenly sprang to his feet and pointed out through one of the windows.

"Stop a minute and take a look, boys," he exclaimed. "The old

lady over there is giving him fits!"

Hot words were hushed. Gesticulations ceased. Arguments were put on the shelf, as twelve men crowded around the windows and occupied grandstand seats for a little drama that was being staged in a hotel room opposite and which could be plainly seen through an open window.

A matron of forty-five years or so had an umbrella, and she was pounding her spouse over the head with it. And he was yelling for mercy. Some domestic misunderstanding had taken place, that was obvious.

DISASTER NARROWLY AVERTED

It ended happily, five minutes later, in a kiss and an embrace. The tempest had blown over. Every man turned from the window with a broad grin and a chuckle. The ice had been broken. A spark of humor had performed a miracle. They all adjourned for lunch at a nearby club, and during the afternoon differences were patched up and they went their separate ways friends, as of old.

The optimist of that meeting, who knew the manager well enough to talk frankly, got him aside during the luncheon.

"For a while there I was afraid you would spill all the beans in the pot," he said. "Resignations were coming thick and fast. The trouble of it was that those boys were all stars, picked talent, almost impossible to duplicate. If you had really lost them, it would have taken five years to get together another organization anywhere near so competent. Your temper got the best of you."

"Those country agents, for example, are up against the hardest kind of a fight. It has not rained for one month and fifteen days. Crops are in a bad way. Late frosts killed much fruit in their territory. You can't sell insurance if

people haven't even enough to buy food for their tables. It was a case of going about it in the wrong way. The heat was in your blood. For ten minutes I had been watching that man and wife fight their little fight in the hotel opposite and I saved it up to spring at the psychological moment."

A sense of humor, in business, can be the most valuable asset of any salesman, executive or organizer of men. To be without it is to suffer a hazardous handicap. Sales managers are beginning to teach their men how to cultivate a sense of humor. It stands them in good stead constantly.

A salesman discovered, while out on the road, that false and entirely unjustified reports had been spread concerning his house. It was going on the rocks, it was letting down on quality of product, it was due for a smash.

After meeting this sort of innuendo at several places, he went to a little corner curio shop in one town and purchased a dozen or more of those sets of plaster monkeys that "Speak no Evil, Think no Evil, See no Evil."

And when he found a customer who was inclined to mention the scandal and the gossip, he deliberately pulled out an image and placed it on the customer's desk.

Then he proceeded to tell the truth about his firm with a further recommendation that when the gossipers came around, to call their attention to the three little gods of better thinking and seeing and hearing.

The idea made an immediate hit all up and down the line and was the means, eventually, of squelching the underhand work of an unscrupulous competitor who had given his salesmen a hint to do the talking.

A TIME FOR THE GENIAL SALESMAN

There is a case on record of a salesman who covered territory where they had been wearing crepe for many moons and to whom a suggestion of buying anything was the equivalent of an insult. This salesman got away

with it in the most difficult kind of country, by packing his little kit bag full of new and very funny stories that were calculated to cheer at fifty rods.

He knew that there had been a lapse in the funny story line for at least five years. They were not even told in Pullman car smokers. Something had happened to the comic recitation and the story with a shrewd turn at the end. But this salesman managed to collect at least fifty wonders, and he memorized them. Then he sallied forth.

Before long, the word went around that it was as good as a tonic to have "Bill" drop in, even if he was selling goods. He was bubbling with good cheer. An hour spent with him was a life-giver and a stimulator of lost hopes and ambitions. When he left, he had spread the sunshine of optimism behind him.

Bill's methods were simple. He made his prospects smile.

He would not permit them to remain in the doldrums. And after each funny story, he would give fine reasons why every business man in the country should look on the brighter side and should expect a rush of trade in at least two months. It was all coming out all right. That was the text of his individual speeches.

One of the cleverest salesmen in the country was soon taken off the general staff and put on emergency duty simply because he possessed a sense of humor. He was kept in reserve, to take care of the grumps, the sore-heads, the grouches, the customers who were never pleasant and who, apparently, could not get along with anybody. The natural sunny disposition of this man made him worth his weight in gold whenever his concern ran up against a customer who had an inborn grouch against the universe—and there is a surprising number of these personages, when you once start counting them up.

There was a certain way of handling these glooms. It meant never getting offended, in the first place, and, secondly, knowing how to ease in a little slice of the joy

"The Dollar Carefully Used"

¶ In comparison with other present industrial conditions, the automotive industry is showing remarkable recuperative power, although its actual vitality was never in danger during the acute period of depression.

¶ The forward position now held by the automotive industry among other industries may be accounted for by the intensive selling effort applied, and by the faithful application of rightly placed advertising.

¶ The days of easy selling are gone. In these and in days to come, the dollar carefully used in the various lines of promotion and selling will be the only responsible factor for success.

¶ *Automotive Industries* offers the far-seeing manufacturer weekly contact with those who make over 90% of all American cars and trucks.

*Automotive Industries is the
manufacturers' authority.*

The Class Journal Company

Member A. B. C., Inc.

Mallers Building
CHICAGO

239 West 39th Street
NEW YORK

of life without appearing to do so.

A dozen cross and crabbled letters had been received by this firm from an important man in the West. Those who knew said that it was his digestion, which barely worked on one cylinder. He had never been known to get along well with anybody, and this included his own immediate working force.

Out went the gloom chaser, and although the client did everything possible to aggravate him, the salesman took it all good-naturedly and began to tell about some funny things he had seen when he was advance agent for a circus, many years before. And soon the frown was grinning from ear to ear. He forgot to be discourteous and ugly-tempered. Diplomacy had won.

More than one salesman who is making real progress owes it largely to the fact that he is not taking himself and his business too seriously. Buyers have worn a long face for so many weeks that ordinary sales methods won't move them an inch. But get them to smile and circumstances won't look half so hopeless to them. They will even be likely to remember that they really do need to fill in that line which the salesman represents.

H. S. Beecher Leaves Gillette Safety Razor Co.

H. S. Beecher, who has been sales and advertising manager for the Gillette Safety Razor Company of Canada, Limited, for the past four years, has resigned his position, effective August 1. Mr. Beecher has made no announcement of his plans for the future.

Pierre Boucheron with Radio Corporation

Pierre Boucheron, formerly managing editor of *Radio News*, New York, has been appointed advertising and publicity manager of the Radio Corporation of America, New York.

Stanley Q. Grady Heads Fresno Club

The Fresno, Cal., Advertising Club has elected Stanley Q. Grady, general sales and advertising manager of the California Associated Raisin Company, as its president.

W. F. Wendt Publishing Company Sold

The W. F. Wendt Publishing Company, Buffalo, N. Y., publisher of *La Hacienda* and *American Blacksmith*, has been sold to Egoert D. Corson, George A. Castle, Walter O. Bernhardt and Albert W. Bayard, who are respectively president, vice-president, treasurer, and secretary and general manager. The four men become joint equal owners and directors.

Mr. Corson is president of The Corson Manufacturing Company, printing and publishing concern of Lockport, N. Y., as well as of the Lockport *Union Sun and Journal*. Mr. Castle is treasurer and general manager of these two companies. He has been connected with the Corson interests for twenty-six years.

Mr. Bernhardt has been associated with the management of *La Hacienda* and *American Blacksmith* for fourteen years, having acted as circulation manager, editorial director and vice-president.

Mr. Bayard, who was formerly connected with the founder of the magazines, has for the last three years been on the export publishing staffs of the McGraw-Hill Company, Inc., and the Gage Publishing Company, Inc.

E. F. Carson with Granby Phonograph Corporation

Edward Fraser Carson has been appointed assistant general manager of the Granby Phonograph Corporation, with headquarters in Norfolk, Va. Mr. Carson formerly was manager of the copy and plan department of the Frederick McCurdy Smith Advertising Agency, New York. Previously he was general sales and advertising manager of The White Hickory Motor Corporation of Atlanta, Ga., manufacturer of White Hickory Trucks, also with the Acheson Graphite Co., of Niagara Falls, N. Y., and advertising manager for the Pyrene Manufacturing Company, New York. He will have charge of the advertising and sales department of the Granby Phonograph Corp.

Moorhead with Edwards & Deutsch

R. E. Moorhead, for several years advertising manager of The Cudahy Packing Company, has joined the Edwards & Deutsch Lithographing Company, of Chicago, as a member of its sales and service staff. Mr. Moorhead was formerly advertising manager of the Sunbeam Chemical Company and later was with Critchfield & Company, Chicago advertising agency.

Joins Estey Agency

Mrs. Olivia B. Stroh, who has been associated with Critchfield & Company, Chicago advertising agency, for a number of years, has joined the staff of Estey & Company, advertising agency of that city.

You don't have to be big to show up in the crowd. Just stroll down 'Main Street' any pleasant afternoon. You'll see what we mean about dolling up your little advertisements right.

Here Type Can

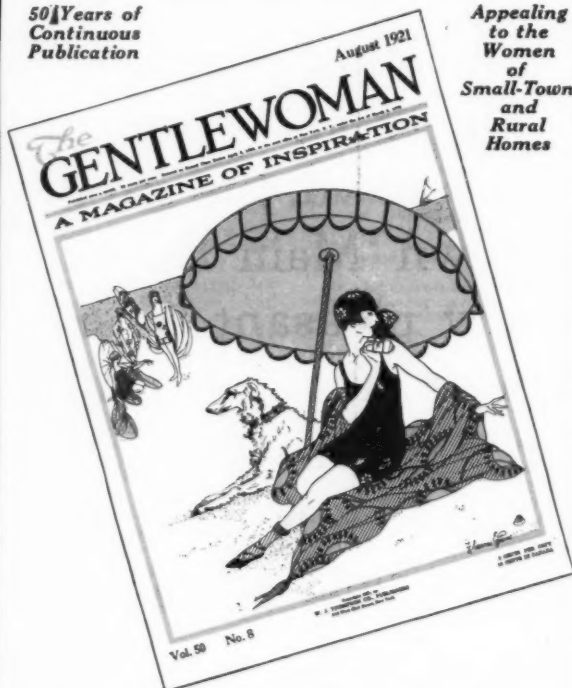


SERVE You

J. M. BUNDSCHO
Advertising Typographer

58 EAST WASHINGTON STREET
CHICAGO

50 Years of
Continuous
Publication



Appealing
to the
Women
of
Small-Town
and
Rural
Homes

THE GENTLEWOMAN

GUARANTEED
Net Paid in Advance Circulation

ONE MILLION
TWO HUNDRED THOUSAND
(A. B. C. Each Month)

MOSTLY WOMEN WHO
BUY FOR ENTIRE FAMILIES

W. J. THOMPSON CO., Inc., Publishers
NEW YORK CITY

IF YOU SEEK

A Very Great Volume of

Active Purchasing Power

Based on the Sales Possibilities Offered by
the Everyday Purchases and Everyday Needs
in One Million Two Hundred Thousand Homes,
Throughout the Small-Town and Rural Field,
Where the People Actually

Are "**BUYING NOW**,"

Where They Have Really Bought From "Copy"
All Their Lives,

Then Remember!

THE GENTLEWOMAN

Reaches a Stupendous Market

For Any Product

From a Hair Pin to An Automobile.

With a prestige of fifty years of continuous publication;
a net paid in advance circulation of One Million Two
Hundred Thousand (A.B.C.) monthly, and a reader's pur-
chasing power that conservatively figured shows they

Spend Annually for Food	\$633,000,000
Spend Annually for Drug Store Articles . . .	103,000,000
Spend Annually for Dry Goods and Clothing . .	161,000,000
Spend Annually for Hardware	195,000,000
Spend Annually for Furniture	52,000,000
Spend Annually for Autos and Supplies . . .	179,000,000

HERE ARE BIG BUSINESS PROSPECTS FOR YOU.

CONE, HUNTON & WOODMAN, Inc., Special Representatives
New York Chicago Detroit Atlanta Kansas City

Class in Newspapers

The Racine (Wisconsin) Journal-News is an example. What is that indefinable distinction that places one publication head and shoulders above another? It isn't necessarily circulation, number of pages or volume of advertising. All these may be factors in creating superiority, but there is also an added asset that many publications never achieve—and that is class. Papers of class always return a larger percentage of results to the advertiser because its readers are more responsive.

In Racine the Journal-News has always been indisputably head and shoulders above any of its contemporaries. To help reach this desirable point, it has always had the ASSOCIATED PRESS service.

The foreign advertiser has given it one hundred per cent preference, and the majority of the residents of the city and surrounding country have caused its subscription list to be ahead in every A B C audit.

Local advertisers have unhesitatingly given it increased lineage, and the classified columns have invariably led.

Can the advertiser ask more?

Send for our booklet on Racine

THE RACINE JOURNAL-NEWS

Member of

The A. N. P. A.
Associated Press
Wisconsin Daily League
Inland Daily Press Association
Audit Bureau of Circulations

Foreign Representatives:

Western—A. W. ALLEN,
1336 Peoples Gas Bldg., Chicago, Ill.
Eastern—M. C. WATSON,
236 Fifth Avenue, New York, N. Y.

"In Racine Most People Read The Journal-News"

Manufacturer's Plan Increases Charge Account Business More Than Ninefold

Letter Campaign for Retail Dealers Swells Accounts from \$50,000 to \$489,429.06

HAS a manufacturer whose goods are sold through independent retail dealers anything to gain by getting his dealers to make a drive for more charge account business? What will the dealer probably say to such a proposition?

Most dealers might reply:

"It would mean tying up a lot of money. My business is now run on a cash basis. My customers have been educated to pay cash for their purchases. Opening charge accounts will involve bookkeeping, the expense of making collections and a certain percentage of loss in bad debts. As it is, I know where I stand every day. The minute goods are sold I have the money for them, and there's nothing to worry about. No, I'm better off as I am."

Hart Schaffner and Marx received the following letter some time ago from one of their larger dealers:

We want to tell you about the phenomenal headway we have been making in the volume of credit business we have been doing since you so earnestly suggested that we give the matter more consideration.

If you will recall, it was about five years ago that you brought this matter to our attention and at that time the annual sales of merchandise sold on credit totaled about \$50,000.

In the year just closed, due to the constant building up of our Credit Department, we have increased our volume in credits alone to \$489,429.06.

Not alone has this volume aided us greatly in reducing our overhead expense, but we believe that the customers that we have taken on in this manner are among the very best that we have and represent a very big share of good-will for our business, inasmuch as we are able to keep in closer touch with them on account of having their names constantly before us on our books.

We are quite liberal in taking on this class of business because we have learned the losses we suffer are insignificant compared to the added volume and good-will that we are able to assume by virtue of this business.

We intend, this spring, to start a new campaign soliciting charge customers, for we feel we ought to easily take on about a million dollars' worth of credit business in a year's time and we are going to aim for that figure during the coming year, and if your Advertising Department has any further suggestions to make that will help us in soliciting this business, we shall be glad to have them.

The attitude of the average retail dealer toward the proposition of doing a charge account business is apt to be based on his experience in letting the credit of the business run itself. The credit department of any business is, or should be, a constructive force. Too often the retailer does not even have a policy about it. He may hang up a sign, "Our terms are cash. Don't ask for credit," but in spite of the brave sign, he has a few regular customers who take credit without asking for it.

Extending credit occasionally can scarcely be avoided in any retail business. A regular customer of any store will some time or other be caught without cash. What can the customer do? Almost anything but go without. What more natural than to say to the dealer, "Let this go until Saturday. I'm short of change to-day." Few dealers will risk losing a good customer by refusing such a request.

But coming back to the manufacturer's interest in persuading the dealer to do a credit business, if one retail dealer can increase his credit sales from \$50,000 a year to \$489,429.06 almost every manufacturer whose goods this dealer sold had a proportional share in the increased business. The manufacturer therefore can not possibly lose anything by being in sympathy with the idea.

But suppose he can see where it would be worth more than his

moral support? How proceed in order to bring his retailers around to some degree of excitement about it? The average retailer knows nothing about the theory of a credit department. His ideas are quite broad and simple: Either the customer pays when he buys, or he pays in thirty days. What is the sense of waiting thirty days when it is just as easy to get the money at once?

The manufacturer, however, knows that his own credit department is one of the things without which he could not do business. He knows more than that. He knows that his business would be one-tenth or less as large as it is if he had to do business on a cash basis, and that maybe he would have very few retailers able to pay cash. He knows also that the inability to extend his credit lines has frequently hindered the rate of his growth. Perhaps today he would be far bigger than he is, had he been able a few years ago to get the credit he wanted.

Now let him think this out for just one retailer and he can multiply it as far as he likes.

DEALERS TOLD HOW IT WAS DONE

Hart Schaffner and Marx recently got out an effective folder of eight pages. It is folded once and mailed under third class postage. The outside cover is printed in bold type, "\$50,000 to \$489,429.06 in Five Years." Beneath this in smaller type are the words, "How you can increase your business through the judicious development of charge accounts." Certainly it would take more self-restraint than the average retailer possesses to throw this folder away without reading it.

The inside front cover is blank. On page three is reprinted in full, in typewriter type, the letter quoted a few paragraphs back, all set up in a line border with the following heading above: "Read this letter first. It's reproduced just as we received it with the exception of the customer's name; we omitted that."

Page four bears the caption, "Charge accounts will increase your business." There is a story

on this page that recites the whole argument in terms the retailer can understand about the building up of a real credit department; how it reduces the overhead expense of retail store management; why the losses are insignificant when the plan is rightly operated; how it speeds up sales and increases good-will. The full text of the message follows:

"The letter on the previous page is typical of the expression we receive from every merchant who systematically pushes his credit business.

"An offer of a charge account will bring many men to your store who would never come otherwise.

"A man who has a charge account will buy more than a man who pays cash. It doesn't seem so much like spending money when you say 'charge it' as it does when you count out so many bills.

"Charge accounts build up greater good-will. You're able to take care of a man more quickly; no waiting for change; facilitates exchanges.

"You have to use some discretion extending charge accounts; you can't give everyone this privilege; but every man who is 'good' ought to be 'charging' goods at your store.

"You should avoid 'long time' credits, of course. Keep this business on a thirty-day basis and make that plainly understood in all your dealings.

"Get a list of names from your local Credit Association; if you haven't an association, work up a list of your own; get some credit man on the job. Then send out these letters."

The rest of the folder, on pages five, six and seven, offers three letters for the use of the dealer.

Letter number one invites charge accounts, as follows:

There are two words that we'd like to have you feel that you can say to us any time: the words are "Charge it."

We don't offer that privilege to you as a special inducement to buy here; the service we offer and the fine goods we sell are the real reasons for coming here. You know you can't find better clothes anywhere than Hart Schaffner & Marx make; no better values either.

We simply mention the charge account because it's such a convenience for

ROCHESTER is a morning newspaper town, the circulation of the two morning newspapers exceeding that of the two afternoon papers. The DEMOCRAT AND CHRONICLE has the greatest direct-to-subscribers distribution—city, suburban and country—of any of the Rochester papers, and is the ONLY ONE that urges advertisers to TEST THEIR MEDIUMS.

Arthur W. Oster

PIANOS AND PLAYER PIANOS

Phonographs and Records

166 CLINTON AVENUE SOUTH
R.B.I. BUILDING

Rochester, N.Y. May 28th

Mr. Fred G. Beach, Adv. Mgr.
Democrat & Chronicle,

Dear Sir:

You will recall that when I started my recent Auto-Piano campaign it was with the knowledge that it was more or less of a risky venture, owing to general trade conditions.

It will, therefore, interest you to hear that the campaign was not only splendidly successful in itself, but that I am still feeling the effect of the extensive advertising in my regular sales. As you know I used the two morning papers exclusively for the campaign, thus securing a large direct distribution in the prosperous outlying districts, as well as within the city.

Very truly yours,

A. W. Oster

Lane Block Inc.

Managers of Foreign Advertising

New York

Chicago

Boston

Detroit

a busy man and because if you wanted a charge account here, you probably wouldn't ask for it unless we said something about it.

We'll render a statement at the end of each month and you can send your check at that time.

Now that we've said something about an account here we hope you'll say something.

Letter number two is a follow-up on those who do not respond to letter number one, to be sent out after an interval of thirty days.

It wouldn't be very becoming on our part to urge you too strongly to open a charge account here; we don't mean to press the matter on you.

But we just want to add a postscript to the letter on this subject we wrote you some days ago, to bring out two points:

One is that a charge account is intended chiefly as a convenience to our customers. We needn't go into a long explanation of that, you see it instantly.

The other is the unusual quality of the merchandise we offer, such as Hart Schaffner & Marx clothes, the big values and the guarantee; we give your money back if you aren't satisfied.

That's about all. We'll be glad to see you any day.

Letter number three is a "letter of welcome to new charge account customers":

It gives us a great deal of pleasure to add your name to our list of charge account customers.

We want you to feel that whenever you get any goods that we have something more than "just selling" in mind.

We feel that we are rendering a service, that we are delivering satisfaction to you. If you don't get everything you expect, we want to know it. We want you to be 100 per cent satisfied.

The folder containing these letters is all there is to the plan as Hart Schaffner and Marx have used it. It is simplicity itself. The folder is printed in one color on a heavy grade of white stock. The entire cost of the whole scheme is represented by the printing of the folder, envelopes, addressing and postage.

Association Advertises South Dakota Potatoes

The South Dakota Farm Bureau Federation, acting in behalf of the Potato Growers' Co-operative Exchange of that State, has placed advertising in Iowa, Kansas and Illinois farm papers in an effort to promote the sale of potatoes in large quantities.

New Accounts for Pacific Coast Agency

The Richfield Oil Company, of Los Angeles, refiner and distributor of Richfield gasoline and Richlube motor oil, has placed its advertising campaign with the Los Angeles office of the Lockwood-Shackelford Company, San Francisco.

The Chancellor and Bellevue hotels of San Francisco, using Western newspapers, have placed their accounts with the San Francisco office of this agency.

The U. & J. Sales Co., Pacific distributor for the U. & J. carburetor and the Glareless Visor for automobiles, has also placed its account with the agency's San Francisco office. A campaign in Western newspapers has been inaugurated for this account.

Peate's Music House and Waldo Music Co. to Advertise

Peate's Music House, of Utica, N. Y., and the Waldo Publishing Co., publisher of sacred music, also of Utica, are planning to advertise in general mediums this fall. The advertising will be placed through the Elbert B. M. Wortman agency of Utica, which is now making up a list.

Rotagravure Sections in Mail-Order Catalogue

Sears, Roebuck & Co., in its fall catalogue, is making use of the rotagravure process. Two sections, one given over to illustrations of women's cloaks and the other to women's suits, are to be found in the general catalogue of this company, which is now being distributed.

Chicago Candy Maker to Advertise

A newspaper campaign for Spoehr's, candy manufacturer, Chicago, will start soon. The Nichols-Moore Company, Cleveland, advertising agency, has secured the account and is working on a general publicity plan.

Starts New York Advertising Service

Ralph K. Wadsworth has resigned from the advertising department of Montgomery Ward & Company, Chicago, to go into the advertising business in New York. He will offer a special service to advertisers.

Heads McCutcheon-Gerson's New York Office

J. Carroll Grauer, formerly with Cole & Freer, Chicago publishers' representatives, has been placed in charge of the New York office of the McCutcheon-Gerson Service, Chicago advertising agency.



*"Not how much—
but how well"*

THE policy on which this agency was founded—namely that of serving only a few accounts in order to serve them better—has proved so satisfactory that neither our clients nor ourselves would willingly see it changed.

Necessarily, then, even the few new accounts that the future may bring us can be added *only* after the basic problems of old clients have been mastered.

It has been more than a year since our latest client came to us; it may be longer before our next connection is made. But we are ready now to apply what we believe to be some unique advantages in agency service to the handling of a new problem.

Newell-Emmett Company

Advertising • Merchandising Counsel

120 WEST THIRTY-SECOND STREET

New York

Our present clients are:

LIGGETT & MYERS TOBACCO CO.
(Fatima, Chesterfield and Piedmont Cigarettes)

JOHNS-MANVILLE, INCORPORATED

WESTERN ELECTRIC CO.

Solar



GOOD display locations for outdoor advertising become increasingly scarcer in crowded business districts. Effective poster space is at a premium. Each Self-closing Sol-ar-can affords four eye-catching poster locations. The establishment in busy streets, of these highly efficient refuse collectors, creates broad opportunity for the sale of most desirable advertising space.

Self-Closing Refuse Receptacle

HERE is a big opportunity—for the right man or group of men.

Sol-ar-can has won the approval of Municipal Art Commissions, Health Departments and Civic Associations of all sorts by reason of its good looks, its great convenience and its wonderful efficiency.

We are ready to grant territorial rights for the sale of display space afforded by the placing of Self-closing Sol-ar-cans. Business organizations or individuals possessing the ability and resources necessary to secure city franchises, establish and maintain a bill posting system and sell space to advertisers in a really big way, can here secure for themselves a most profitable opportunity.

If you are qualified to handle a big-calibre proposition of this sort, write us at once.

Solar-Sturges Mfg. Co.

Congress and Green Sts.,

Chicago, Ill.



Here is the way the first three publications used by a large tire company stood in the *number* of inquiries received after the first three insertions on the 1921 schedule:

Farm and Home—first;
American Magazine—
second;
Successful Farming—
third.

FARM AND HOME has the confidence of the right sort of farmers—and sells its space at the lowest milline rate of any paper of its class. Ask for "Inside Stuff."

*note that
word home*

FARM AND HOME

The National Magazine of Rural Life

PHELPS PUBLISHING CO., Publishers

DAVID R. OSBORNE, Advertising Manager

SPRINGFIELD, MASS.

5 South Wabash Avenue, Chicago 461 Fourth Avenue, New York
Oneida Building, Minneapolis, Minn.

Fewer Sizes Aid Selling as Well as Manufacturing

Lutz & Schramm, in Solving Factory Trouble, Reduce Selling Costs

By Donald MacLean

AT just what point does the multiplication of packages cease to aid selling and become a handicap? That there is such a point has been clearly demonstrated a number of times, but little has been done in the way of standardizing packages except for the most common staples. Indeed, the tendency in the past has been to multiply needlessly the number and sizes of packages.

An example of this is baking powder. It is packed in four, six, eight, twelve, sixteen, thirty-two, forty, forty-eight and eighty ounce packages by some of the older manufacturers. There seems to be no sane reason for all those sizes, which besides the different sized containers require different labels, different packing cases and different machines for packing and labeling, where machines are used. The manufacturers have to carry a larger stock in order to make prompt shipment than if they put up only half or a third as many different packages. The same thing applies to dealers. A multiplicity of packages slows up the work of the salesmen, both for manufacturers and dealers, as there are so many for customers to choose from.

Not only is more money invested in stock to provide for immediate shipment, but a larger investment and much more storage room is required for containers, labels and shipping cases than would be necessary with fewer sizes. No one seems able to explain just how such a large number of sizes has come about, except to meet competition. One manufacturer would add a new size to please some particular trade; then the others would adopt the new size and offer another to show their versatility and desire to be accommodating.

Not one of them set a limit to

the possible number of sizes, and not one seemed to realize how much easier it is to adopt a new size than to discontinue it after a demand has been established. What is true of baking powder is also true of useless sizes in many other lines. And it is much less pernicious with a single product than with a family of products such as flavoring extracts, for example.

Most extract manufacturers put up vanilla, lemon, almond, orange, peppermint, wintergreen, rose, clove, cinnamon, nutmeg, allspice, Jamaica ginger and perhaps some others, like strawberry, raspberry and banana. They are commonly packed in one, two, four, eight and sixteen-ounce bottles—five sizes. In addition to all the other inconvenience and expense enumerated is the problem of labeling. The costly labeling machines will handle but one or two sizes. That means either that machines must be multiplied at a great expense, both in original cost and care and upkeep, or that the labeling must be done by hand. That, added to the extra expense caused by carrying all the stock for a needless variety of twelve or fifteen products, adds very materially to the overhead.

During the war many needless styles, sizes and patterns were discontinued to the great profit of manufacturers. Never again will those factories burden themselves with the expensive and troublesome duplication of patterns where there is no real need. Underwear, farm machinery, bicycles, wooden wheels (reduced from forty models to eleven), automobile tires, and optical goods were a few of the lines that profited by discarding excess models and sizes. But the reform was not carried into packaged goods to anything like the extent it might well have been.

Some of the greatest advertising and merchandising successes have come from firms which have steadfastly refused to depart from a one-package policy. Conspicuous among these is the Joseph Campbell Company, manufacturer of twenty-one kinds of soup and other foods. With sales running into millions of packages, that firm has never allowed itself to be beguiled into a multiplicity of sizes. Campbell's soups are packed in just one size. It is not too large for the small family and larger families can get more cans.

Another striking success in an entirely different field is that of Castoria. It is said that literally hundreds of druggists have asked the manufacturers for a larger bottle, but so far they have not influenced the fixed policy of just one size. The contention of the manufacturer is that there is as much in the present bottle as should be bought at one time. The druggist makes just as much as, or more, on the sale of two small bottles as he would on one of twice the size, while the saving to the consumer would be negligible. Besides, the smaller purchase may result in bringing the customer to the store oftener, which more than compensates the druggist for the extra trouble that a second sale might cause.

One of the big tea packers some time ago put out sixteen eight and six-ounce packages, all of the same shape. The quality and price were higher than that of the chief competitor who had but two packages, pound and half pound, both of the same shape as those mentioned. The idea of the six-ounce package was that it would compete more successfully with the eight-ounce package of the other brand, which sold at the same price. However, the difference in the size loomed larger than the difference in the money. A difference of five cents in the cost of the package was overcome with comparative ease. But when the six and eight-ounce packages were placed side by side, both for the same money, the customer often exclaimed, "Is that all they give

for twenty-five cents! I'll take the other kind." The six-ounce package was discontinued, effecting a considerable saving as well as removing a handicap in selling.

The curse of too many packages had been one of the chief factors that brought Lutz & Schramm of Pittsburgh to financial difficulties and reorganization a few years ago. The firm manufactured a variety of products, such as pickles, vinegars, preserves, apple butter and relishes. Its policy had been to put out as many sizes and varieties of packages as any of its competitors—some of whom were much larger than itself.

Another policy was to keep all products up to the highest practicable standard, which was frequently a little better quality than that of some competitors. That made a constant price handicap, both in selling to dealers and to consumers. With the firm's reorganization J. F. Eversmann was made manager, and the way in which he overcame the unprofitable practices of the firm and turned a deficit into a profit is both interesting and helpful.

"First," said Mr. Eversmann to PRINTERS' INK, "we set out to find the price that was most popular for each of our products. There is in each line a certain maximum price that people will willingly pay for a package of preserves, pickles or relish. What we wanted was to arrive at that price—underestimating rather than overestimating it—then pack the largest possible amount for the price that would be paid without grumbling.

"In most cases it worked out so that we had a package of a different size from that of our competitors, and we adopted a different shape. That was a distinct advantage where our price, because of a better quality, was higher than the competitor's price.

"PRINTERS' INK has recently shown the advantage of adopting a unit of sale that is popular with the consumer. I carried that further and let the consumer name the price also. Reports from salesmen, both of our products and of our competitors', made it

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easy to arrive at the approximate prices that should be charged.

"We first noticed improvement after we had reduced the number and sizes of packages in the promptness with which the factory shipped orders. Every large order, and many of the smaller orders, had been accustomed to delay because of lack of supplies. Some of the various sized bottles would be lacking, there would not be all the necessary labels or shipping cases, and the whole order would be held up waiting for some supplies, or some missing item to pack. With fewer sizes and shapes we have been able to install automatic machinery which has increased our factory output without increasing the cost of operation.

"But not all the saving has been in the factory. Our selling expense is actually less. Salesmen are able to concentrate. It is easy for them to talk sizes and make up assortments. Dealers stock the goods more liberally, as they are afraid of being stuck with unpopular sizes. It is far easier for them to decide just as it is easier for their customers. It makes selling our goods easier for clerks, just as it makes it easier for our salesmen to offer a limited variety to choose from. There is an actual saving to the customers in cutting out the small, uneconomical sizes, which is a talking point for clerks. Few sales are lost because the package is too large, and very many buy a little more generously than when they could get the smaller sizes. Larger families can take two packages usually without paying more than they paid for a large amount in one package, due to the factory saving.

"In those parts of the country where we do not have branches we sell through jobbers. That is, our men take orders to be filled by jobbers. We find no difficulty in getting them to stock a full line of the more limited assortment, and therefore have no trouble with substitution, with which we had had to contend before.

"Particularly with bulk goods, we found them switching on us.

This is one of the ways it was done. Formerly we sold pickles in eight different sized barrels, and found that jobbers seldom had a full stock of all sizes. After our salesman had gone out and got orders from dealers, if the jobber was out of the particular size barrel ordered, but had that size in another brand, he would substitute it. Then he explained to the grocer that rather than delay shipment of his order, waiting for new sizes to come from Lutz & Schramm, he had substituted a barrel of the same size of the X brand. We have reduced the eight sizes to three, and jobbers have no excuse not to be stocked.

"Another thing that reducing the number of packages has made possible is a more workable sales quota for salesmen. Averaging the amounts handled by the more aggressive stores furnished a basis of what might be termed a store's capacity. Suppose it is \$100, \$200 or \$500 a year. That would represent a certain assortment of the more staple goods, and is easily arrived at with a limited number of sizes, while a complete assortment would allow of so few of each, and it would be so difficult to estimate the same quantity of larger and smaller packages, that few salesmen would work out quotas for individual dealers as they do now.

"Our salesmen are paid a graduated salary, depending on their sales. When they reach the top figure they are still able to get a commission by a further increase of business. We find that the most successful salesmen are those who outline a definite quantity of each of the staple products for each store, and then talk that as a unit of sales—as something that the dealer can sell and should sell to get his share of the business. Then the slower selling items are given as extras, small in volume, but liberal in profit.

"The result is that we are reducing selling costs, while sales are increasing. We have fewer delays in shipping, fewer mistakes in billing, and a better paid and better satisfied sales force."

FLORIDA

It is an oversight to overlook Florida as a part of your national market. For quick results use the daily newspapers.

Daytona Journal.....	(M)
Daytona News.....	(E)
DeLand News.....	(E)
Fort Myers Press.....	(E)
Gainesville Sun.....	(M)
Jacksonville, Florida Metropolis	(E)
Jacksonville, Florida Times Union.....	(M)
Key West Citizen.....	(E)
Lakeland Star.....	(M)
Lakeland Telegram....	(E)
Miami Herald.....	(M)
Orlando Reporter-Star..	(E)
Orlando Sentinel.....	(M)
Palatka News.....	(E)
Palm Beach Post.....	(M)
Pensacola Journal.....	(M)
Sanford Herald.....	(E)
St. Augustine Record..	(E)
St. Petersburg Times..	(M)
St. Petersburg Independent	(E)
Tampa Times.....	(E)
Tampa Tribune.....	(M)

Associated Dailies of Florida

*Wide Circulation
Small Duplication*

For information about the Florida market for advertised commodities, write direct to any or all of these influential dailies.

British Advertisers Form Association

IN the year 1900, a small group of British advertisers formed the Advertisers' Protective Society, whose objects were to force proved circulation on newspapers, abolish differential rates, so that all advertisers might pay the same price for the same contract, and co-operate with newspapers in excluding everything that was not clean and honest. Recently the Society celebrated its twenty-first birthday in the new name of the Incorporated Society of British Advertisers. Sir William Treloar, Baronet, who has been Lord Mayor of London, is the president; Lord Leverhulme and Sir Jesse Boot and Sir Herbert Parsons (baronets), Sir Hedley Le Bas and Stuart De la Rue are vice-presidents.

This Society has played an important part in cleaning up advertising and in establishing the principle that newspapers shall prove-up on circulation. It received the adhesion of the *Daily Mail* and the Northcliffe press generally to the net sales idea, and, as already reported by PRINTERS' INK (April 14, 1921), is promoting a Board of Advertising Control, to work on the lines of the Audit Bureau of Circulations. The Society circulates to members a monthly list of ascertained circulations. One hundred and eighty-seven papers appear in this list with certified net sales, while 559 have furnished reliable figures in some less completely satisfactory form. This represents a bigger dent on the indurated reticence of the British press than might be supposed by anyone not familiar with it.

Establish Alfalfa Seed Grades by Advertising

Growers of alfalfa seed in South Dakota have established a central organization to market alfalfa seed to the farmers of South Dakota and surrounding States. One object will be to establish definite names and grades of alfalfa seed and give them standing through a farm paper and direct-mail advertising effort.

Advertising for *Customers*

The *least* of the values of advertising—even when sales are slow—is the making of a temporary volume of immediate sales.

The real job of advertising is *making customers*—building a permanent consuming market.

Advertising in The New York Evening Post does stimulate immediate sales; but its conspicuous value is in simultaneously building a permanent consuming market for your goods among the most stable, substantial clientele in the city.

The Post makes no pretensions of being the best market for anything but the best; there's very little sale for substitutes or second-rate products among its readers.

But when it comes to products which are among the best that any one can make, there is no group of families where the desire is so eager, and the purchasing and consuming power so obvious.

Those who advertise quality-products in the Post have the satisfaction of knowing that their invitation is being extended to *only* those whom their dealers will welcome—and cash in on—as customers.

New York Evening Post

FOUNDED 1801

L. D. FERNALD, MANAGER OF ADVERTISING

Are You Getting the Business
You Ought to Have?

PRINTERS' INK MONTHLY

FOR AUGUST

Shows Why Big Advertisers Are
Getting Their Share — NOW.

"It's Easier to Make Advertising Progress during Periods of Business Depression"

Many manufacturers make their greatest strides during times of business depression. Fewer concerns are bidding for the business to be had. Trade channels are less crowded. Fewer advertisers are clamoring for the attention of the buyers. The manufacturer who is going to be big tomorrow is the one who steps in now and advertises to the limit. Why, business is still 80 per cent normal! Who is getting the big share of that 80 per cent? John Allen Murphy tells who are getting this business and why they get it in this constructive article.

"Kodak's Fighting Front This Year"

The Eastman Kodak Company is meeting the prospect for slump during the present year by an advertising appropriation 50 per cent larger than that of last year. How this money is being spent is the subject of an interview with L. B. Jones, advertising manager of Eastman. There is a number of interesting suggestions for the hesitating manufacturer, and a description of one of the most comprehensive systems of direct-mail publications being used by any company in the United States. Back of it all there stands a firmly founded faith in the power of advertising.

"Selling Sets"

Too many new designs are just as bad for a business as too few. The average retailer is swamped with new designs before he has really found a market for the old ones. Some concerns recognize this fact and bend their efforts to manufacturing a few good designs, getting out new ones just often enough to keep the line going as it should. Then they back their designs, both new and old, with all the force of their advertising and selling organizations. This is a mighty good way of getting new customers, and—better than that—of holding the old ones. Best of all, it is a sure way to increase sales. There is a big merchandising idea back of this policy, and Martin Hastings, Jr., has investigated the situation and uncovered the idea. What it can mean to the manufacturer who has never tried it and what it has meant to the manufacturers who have are brought out in a searching and timely article.

"Seagoing Salesmen"

How would your salesmen like to get up at four o'clock in the morning, summer and winter alike, Sundays as well as weekdays? How would they like to make their headquarters on a small launch tossing on the waters of New York's outer harbor? How would they like to climb the ice-crust ladder of a big liner during a storm and state their proposition through a megaphone into the teeth of a gale? That is what the salesmen of the Morse Dry Dock and Repair Company do—and they seem to thrive on it. C. P. Russell describes the methods and life of the seagoing salesman—and tells how repairs are sold to ocean liners even before they are really in New York Harbor.

"Easy Money"

Thompson spends most of his time carrying around a grouch and telling his friends how rotten business is. Back in the good old days when everybody was buying, Thompson went into the business of selling diamonds—big sales and lots of easy money. He let his other business slide—it was too piffling to bother about when there was so many big profits loose. Of course, the bottom has dropped out of the diamond market and Thompson hasn't much left now but his grouch. J. R. Sprague, himself a successful jewelry man, tells about Thompson and shows that the world is full of Thompsons. There ought to be some help in this story for the man who is dealing daily with the Thompsons in every city from coast to coast.

"Can Advertisement Sizes Be Standardized?"

Suppose you could reduce the number of advertisement sizes you use from 44 to 11. Think of the saving in time and money and the added efficiency it would bring to your organization! Mac Martin has studied this problem and has discovered a way in which the number of sizes used by advertisers can be cut down about 75 per cent without any loss in selling power. What his plan is and how it is worked out are described by him in an interesting and pointed article. It is liberally illustrated with facsimile pages from every class of publication that the advertiser can use, from newspapers and magazines to farm papers and business publications.

These are just six out of the seventeen articles in the August issue of PRINTERS' INK MONTHLY. Business and advertising executives who are on the alert for the constructive and the significant will read them—because they have become accustomed to turning to PRINTERS' INK MONTHLY for just the kind of helpful article they need. Which demonstrates why advertisers are finding the MONTHLY a profitable medium.

PRINTERS' INK MONTHLY

25 cents a copy \$2.00 a year

185 Madison Avenue

New York

Who Are Your Competitors?

Not Those Who Sell the Same Sort of Goods You Do, But the Manufacturer Who Can Divert Sales from Your Product to Something Entirely Different—Problem Is to Get Your Share

By Charles L. Benjamin

THE attitude of some men toward others in the same line of business as themselves is well expressed in the following quip clipped from a recent issue of the *American Legion Weekly*:

"Roger lives in a small town."

"How small?"

"Well, it's so small that he regards every competitor in business as a personal enemy."

That this feeling is not general is proved by the many trade organizations that exist in which men in the same line of business are banded together for mutual benefit, and yet, in spite of the better understanding we now have of the benefits of co-operation, the old idea still persists among some business men that they would be better off if no other person in the community sold the same things that they sell. This assumption can be true only in the case of an article for which there is a fixed demand which no amount of selling effort can increase, and there is only one such article—coffins! If you are not in the undertaking business your so-called competitors are really your co-operators, for they are helping you focus the attention of the buying public on the product you are mutually interested in selling. Your real competitors are those who are endeavoring to induce the buyers to spend their money for something you do not sell.

Did it ever occur to you that the number of families owning automobiles today is infinitely greater than the number that owned horses and carriages a

Reprinted from "Beardslee Talks."

To the Purchasing Agent of Advertising Ability.

An Experienced Copy Writer Is Available

HE has a well balanced, creative mind—and believes that advertising copy is worthless unless it contains a sound, logical idea clearly expressed. He has the habit of finding this idea. He understands the fundamental principles of merchandising—particularly automotive merchandising.

He likes to lay out his own work—he knows engravings thoroughly and understands the production of printing. He can specify type and buy art work. He is accustomed to working under pressure and writing quickly.

His personality, character and appearance will harmonize with any advertising organization. At present he is employed in New York, but he will go anywhere. Salary desired \$3,000.

If you have an opening for a man of this calibre, or expect to have within a few months, address L. W., Box 84, care of Printers' Ink.

Stationery economy without sacrifice of quality

is obtained by the use of

HOMEWOOD PRESS Improved Relief Printing

Looks, feels and wears like engraving. Dull or "glossy" finish. Costs but little more than good flat printing. WRITE for samples and prices. State quantities used.

HOMEWOOD PRESS
77 Washington Place
NEW YORK

Getting Student Trade Is Mainly a Matter of Knowing How

We are prepared to furnish complete merchandise information, rates, etc., to advertisers interested in

Men's Daily & Weekly College papers
High School papers
Boys' Prep. School papers
Girls' Prep. School papers
Humorous papers
Agricultural College papers
Technological College papers
Canadian College papers
Alumni publications
Women's College papers
Normal School papers
Literary Student papers
Theological Student papers
Medical Student papers
Legal Student papers

Ask Us Anything
You Want to
Know About the
College Trade
Established 1913

CSAA

COLLEGIATE SPECIAL
ADVERTISING AGENCY, Inc.

503 8th Avenue, New York City
110 S. Wabash Avenue, Chicago

generation ago? Why is this so? Largely because the dealers in horses and carriages were content to supply the normal demand, while the automobile manufacturers and distributors have created an abnormal demand by keeping public attention constantly focused on the pleasure and conveniences derived from automobile ownership. No one manufacturer nor distributor could have created this huge demand alone. It is because there are so many enthusiastic boosters for automobiles that billions of dollars of the buying public's money have been diverted from other possible purchases into the automobile industry.

The old conception of competition was based on the belief that for every article sold there is a fixed demand and that the more persons there are supplying that demand the less business there will be for each of them. The modern conception of competition is that only the amount of money available for the purchase of all manner of things is fixed and that the prosperity of any industry depends on its success in diverting from other industries to itself the lion's share of the fixed amount of money that the buying public has to spend.

Under the old conception of competition, dealers in the same line of business believed that they had to fight one another. Under the new conception we know that the competition to be feared is not that of other individuals in the same line of business as ourselves, but the competition of other industries.

The buying public has just so much money to spend each year, sometimes more, sometimes less; but even in periods of business depression the total available for purchases of things other than the bare necessities of life is enormous. The prosperity of the individual members of any industry depends not on how much business they can pull away from one another, but on how much of this big sum spent by the purchasing public they can attract to their own industry.

Ship from the Center—not the Rim



St. Louis Is Solving Business Problems

AS THE United States emerges from the readjustment period, business will become more and more a matter of keen competition. Economy of manufacture and distribution will be the determining factors in both extension and retention of markets. Competition with foreign makers as well as with American products is to be met with goods manufactured and distributed at lowest costs.

The tendency of modern business is to eliminate unnecessary handling of goods. If you are reaching your raw materials and your markets from the edge of things, instead of from the center, you are doing business at a disadvantage. The history of successful manufacture and the greatest net earnings throughout the world have shown a movement toward the centers of raw materials, assured fuel resources and nearness to consuming markets.

The far-sighted heads of industry who are looking to the future and are solving the problems of production and distribution NOW will be the successes of the prosperous days ahead.

The map above shows why St. Louis is the center of economical

production and distribution. No other metropolis with equal distribution facilities is so close to the basic materials, fuel resources and the large consumption of finished products. St. Louis is the market of the Mississippi Valley, Middle West and Far West, the most rapidly developing territory in the United States.

St. Louis manufacturers reach two-third's of the country's buying power with a shorter freight haul and better service via 26 railroads and the Mississippi River than those of New York, Chicago and other big industrial points—besides shipping on one bill of lading to the ports of the world via U. S. river service, at 20% under rail rates.

In looking to the future, our booklet "St. Louis as a Manufacturing Center" will help you. A letter will bring it. Address

General Secretary

St. Louis Chamber of Commerce

St. Louis, U. S. A.

AKRON IS READY TO BUY

THE Big Rubber Companies have resumed operations on a larger scale. Thousands of people have been recently employed. They are well paid, able to buy the luxuries as well as the necessities of life. Akron is a good market—there is business awaiting you here.

Most of these good Akron people read the

AKRON EVENING AND SUNDAY TIMES

Akron's Ablest Newspaper

THE Times offers both a Quantity and Quality circulation. It is the most efficient and economical way to get your message to Akron people.

Large home deliveries make both the Evening and Sunday Times high-powered Advertising Mediums.

Members of the A. B. C., Associated Press Service

NATIONAL ADVERTISING REPRESENTATIVES

CHAS. H. EDDY COMPANY

NEW YORK

CHICAGO

BOSTON

FREY

Advertising Illustrations—Complete executive, creative and production staffs, including competent photographic equipment of men and machines in both Chicago and New York.

**CHARLES DANIEL
FREY COMPANY**

New York

Chicago



Sellers Finds Way to Sell by the Carload

(Continued from page 8)

worth more. Then came a train dispatcher. Train dispatchers always have jobs at good money. Sales later were made to railroad men, street-car conductors and barbers. Barbers are always at work. Before the day was through the twenty-six cabinets had been sold. That night the salesman sent in an order to the house for a carload of cabinets, and arrangements were made to put on a week's sale as soon as they arrived.

Later in the afternoon the salesman went across the street to have his revenge on the grocer and the clothing man. They were properly humbled. But he was disposed to "rub it in."

"You see what can be done if a person will try," he told them. "The trouble with you fellows is you are lazy."

"No," objected the clothing dealer. "We are not lazy. But I guess we don't know how."

"The situation in this town," said Mr. Perkins, "is typical. You can see it in many others. The fact is, retailers get the idea that they can't sell simply because people are not tumbling into their store and insisting on buying. They can sell. And in making it our business to show them that they can we open the way for making sales ourselves."

"This same timid spirit exists to a degree in our own organization. Only last night in my room in the hotel, one of our salesmen told about the 'bad conditions' in Peoria, Ill. He said he positively could not sell any cabinets in the town or interest the retailers in a week's special sale, for the reason that unemployment was widespread. There were never so many jobless men in Peoria since the town had got big. 'How many barbers are there in the town?' I asked him.

"Oh, I don't know; several hundred, I suppose," the man replied.

WANTED

An Account Executive Plus—

We need an outside man who is unusually well qualified to get and handle advertising agency accounts because of previous experience in an agency or with a publication.

Must be a constructive business getter and business builder who can be entrusted with house accounts and will link his future with ours by becoming financially interested in this agency.

In replying give your business getting and business handling experience in detail, also your ability to become interested with us after satisfying yourself of our position in the field. State the salary you would require.

All replies will be treated in strict confidence, but must give full information in the first letter.

Address "M. B.," Box 88, care of Printers' Ink.

100 100

ARE YOU A RETAILER?

Are your cards, envelopes and letterheads multi, hcto or mimeographed?

No, because these processes are makeshifts that will serve in a dire emergency, but are not adapted to orderly and dignified business. Printing — good printing — is the accepted way to have your say.

CENTURY PRINTING CO.
259 WILLIAM STREET
NEW YORK

100 WORTH 6027 100

\$1,000 For An Idea

ONE of our clients, with substantial capital and a modern factory located on the Middle Atlantic Seaboard, is seeking a product which can be turned out with their present equipment. This equipment has to do with the manufacture of thin sheets of certain malleable metals. A product or specialty calling for the installation of new machinery will be considered, if the proposition is sufficiently attractive.

A prize of one thousand dollars will be paid by us for the most practical product suggested, acceptable to our client. Persons in our own and our client's employ are, of course, barred from competition.

IF you have in mind a product which you think would interest our client, state in a letter your reasons for thinking so. Present your idea as fully as possible, taking into consideration the following factors: Raw materials, production, distribution, market, sales, advertising, profits and competition.

Presentations should be submitted in sealed envelopes. All suggestions will be considered in strictest confidence. If the successful suggestion is made by more than one person, the first presentation will win the award. Contest closes September first.

Address:

"Product Wanted,"

In Care of F. J. Ross Co., Inc.,
119 West 40th St.,
New York, N. Y.

"The street-car men are working, aren't they? And the policemen? And the railroad men? And the clerks in the stores?"

"Yes."

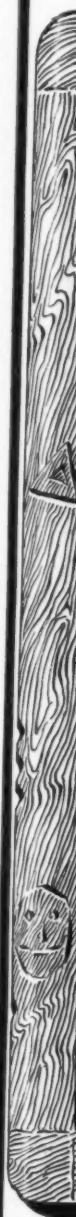
"Well," I declared, "I could go there and sell three carloads of our cabinets to those people in a week. I could sell a carload to the barbers or the ministers. I guess you had better go back there and try again."

THE SPIRIT THAT CANNOT SEE FAILURE

A somewhat similar case was encountered by a Sellers salesman in North Carolina. Calling upon a certain retailer he found that a week's sale of cabinets which had been arranged by mail had petered out after only two days. Thirty-six cabinets of the original carload remained to be sold. This salesman is rather a rough customer in his way, and expressed himself in somewhat inelegant style. This was about four o'clock in the afternoon. He got the retailer to loan him two girls. He and the girls got busy on the telephone and worked steadily until ten o'clock that night calling women up all over town, inviting them to come down the next day to the kitchen cabinet sale. Twenty-six cabinets were sold the next day. It seems as if there is a great deal in believing one can do certain things and in not admitting defeat.

"One of our men," Mr. Perkins said, "encountered a discouraged retailer in another Southern city. The man would not even think of cabinets—saying he could not possibly sell them."

"The salesman insisted that not only could he sell a carload in that store, but could sell them in one day. We have worked out a careful plan for one-day selling of a carload which we call 'A carload next Saturday,' or the 'club' plan. The retailer agreed. An impressive window trim was put in after the cabinets had arrived and a strong display made on the first floor of the store. Then a week's series of advertisements was run. Each featured the 'A carload next Saturday'



Architects like Architecture
so well that they renew
their subscriptions at the
rate of 88-1/2 out of every
hundred.

"Rome wasn't built in a
day." Neither can you get
into the "consciousness" of
the Architect in one year.

Therefore, it is vital to you
to know that you can reach
him, year in and year out-
if you use Architecture.

It's the Keeping Ever-
lastingly At It That Counts

Charles Scribner's Sons
597 Fifth Avenue
New York

Publishers of Architecture

I Make My Prettiest Bow!

A representative of one of the great dominating national mediums—several, you know, modestly classify themselves as such—called on a client of mine recently and offered the advice that selecting me as advertising agent had been a mistake.

"Why so?" asked the client—who wasn't born yesterday.

The representative explained that I wasn't one of the charmed circle of agents with which his medium did business.

"What agency should we have picked?" queried the client.

The solicitor named three of the old-line organizations (they are all right as far as I know).

"All pretty heavy buyers of your space, aren't they?" asked my client. Mr. Solicitor nodded.

"Well," continued the client, "I don't mind telling you that one of the principal reasons we had for engaging Hall is that we think he is not tied up so tightly to you and the _____ that he cannot give us unbiased advice. If we've made any mistake we will try lying in the bed we have made, and should we conclude to use your medium, we will naturally back Hall in any discussion that you and he may have."

I can add nothing to my client's answer but my prettiest bow. I'll not advertise the name of the medium. I don't use petty methods of soliciting or diverting business and, besides, after passing the age of forty I began to cultivate my sense of humor intensively.

I have never met this representative. Maybe he has guessed, however, that I don't advise manufacturers of grinding wheels, shop trucks or mechanics' tools to advertise extensively to Father, Mother, Mary Ann and the family physician. If so, he's a good little guesser.

The only joke on me in this case is that about a year ago I advised an advertiser, whose business I do not place at all, to use page copy in this great dominating medium with the small soliciting methods, and without its knowledge, permission or advice prepared the plan. Evidently, ordinary ethics are neglected in some quarters when business slackens.

I'm not soliciting more regular clients. This so-called dull year in advertising has been my busiest and I couldn't give proper attention to other large interests.

Sometimes, though, I undertake on a fee basis special things that I can do particularly well—reviews of follow-up systems, preparation of sales manuals, and the like.

I am glad to report a sale of some 1400 copies of my new 735-page *Advertising Handbook* (published in June by McGraw-Hill Book Co., New York, to whom all inquiries should be sent) and to say that during last year several hundred advertisers who see a lot more to good business methods than the use of mere advertising space distributed nearly \$10,000 worth of my loose-leaf Bulletins on BETTER LETTERS and BETTER (Retail) SELLING to their correspondents, stenographers, branch offices, traveling men, retail dealers and retail salespeople. Specimens and details of some impressive results to any one interested.

Sholand Hall

First National Bank
Building, Easton, Pa.

idea and worked people's curiosity up to a high point. All the advertisements emphasized the store's determination to sell a carload of kitchen cabinets next Saturday without fail. It was done there as it has been done in scores of other instances."

Mr. Perkins gives much credit to his company's general advertising for the success of this year's selling drive. The advertising is run in national publications and in newspapers. Very often people will write in from small towns, saying they had noticed the advertising and asking where the Sellers kitchen cabinet could be obtained. Sellers never sells a cabinet direct. In such a case, however, the nearest dealer is notified and he is asked to take care of the prospect. Or any well-rated dealer in the town may be written by Sellers and asked if he wants to sell a kitchen cabinet to this person. Many profitable customers have been built up in this way.

A retailer in a Western town of 4,000 people responded favorably to such a letter a few months ago. A little while later a Sellers salesman called on him and since then he has sold three carloads of the cabinets. Sellers pays a great deal of attention to the small towns, usually finding a profitable demand among farmers. It merely is a matter of advertising and going after business.

HELPING OUT WITH THE LOCAL ADVERTISING

The company co-operates to almost any limit with the local retailer in his advertising. It will prepare advertising for him or act as general counsel in his publicity problems.

A day or two before we had our conversation, Mr. Perkins received a letter from an Eastern retailer, enclosing a copy of a recent advertisement which he said had not pulled at all. He wondered why.

Mr. Perkins looked in his data file and ascertained that a competing kitchen cabinet had had five or six times as many sales in that town during the year as the

"The Sun Shines Bright in My Old Kentucky Home"

PADUCAH

Bank deposits, the true index to financial conditions, in Paducah, July 1, were 8% more than a year ago.

All prominent retailers report more business in units that the forepart of 1920.

Local advertising in The Sun was heavier than January-July, 1920.

Cash in on these good times in

The Evening Sun

Paducah's only A. B. C. paper

Circulation 50% more than competitor's

Candy Sales and Advertising Manager Wanted

Large Southern Manufacturer of highest grade chocolates and candies, located in Atlanta, desires the services of a competent sales and advertising manager.

Established, advertised line with splendid distribution, every opportunity for advancement.

Write fully, giving age, experience, salary expected and all information, to

**Candy, Box 28
care Printers' Ink**

\$70,000

Sent in advance for surplus army goods in a few months by 12,000 mail order customers. Mismanaged retail army goods store just starting this potentially profitable mail order business by mail, sold at auction. Consists of:

1. Approximately 12,000 actual cash buyers on stencils.
2. 12,000 cards systematically arranged containing full information on customers.
3. Cabinet to hold stencils.
4. Filing cabinet.
5. Rapid addressing complete outfit and addressing machine. Almost new.

Here is a real mail order business that cost over \$10,000 to secure. \$2,000 has been offered by a well-known mail order house for the names alone. What do you offer for the outfit?

C. A. JEFFORD
19 Ophir Street, Jamaica Plain, Mass.

ADVERTISING SOLICITOR

RUSSEKS, 362 Fifth Avenue, are syndicating their Fashion and Newspaper Advertising Service to one high-class Women's Specialty Shop or Department Store in each city. Buyers of women's ready-to-wear and Store Executives generally endorse the Russek Service as 100% perfect, fulfilling their local requirements for fashion advertising, attractive illustrations, high-type copy, and style information of a practical and productive character. Nearly one hundred accounts have been procured by mail solicitation, and the opportunity is now presented for a high-type, aggressive, ambitious and energetic man or woman to earn a good income by signing up one store in a city. The yearly charge is nominal. The service is in demand. The field is unlimited. For appointment state in writing your experience, references, ability, and present or former connections. Write first. Do not call without appointment. Address

RUSSEKS, 362 Fifth Avenue
Publicity Department 10th Floor

Sellers. This, he concluded, was because the women had been talking the opposing cabinets up to their friends. They had been doing this because the other cabinet had been advertised there so liberally. In other words, the advertising helped keep them sold on the cabinet to the point that they were always ready to say a good word for it. He suggested to the retailer, therefore, that he write to the women to whom he had sold cabinets during the year and get from them a list of their friends to whom they had said, or would be willing to say, a good word for the Sellers cabinet. Then he should write these people, sending them some direct literature which the company would furnish. This is another of the ways in which Sellers helps realize upon the asset created by the general and local advertising.

One sizable selling obstacle encountered by the company in its dealings with first-class department stores is the seeming antipathy these stores have to selling on the instalment plan. They feel it lessens their dignity and detracts somewhat from their high reputation. It seems a cheap kind of selling, which they do not like to get into.

Inasmuch as instalment selling is the big feature of the Sellers plan, as it is worked right now, this feature is handled with characteristic energy.

Whenever a dealer objects to putting on a week's intensive selling of Sellers cabinets featuring the instalment idea, he is referred to such stores as J. L. Hudson, of Detroit. Hudson never would touch the instalment business, looking upon it much as the late Marshall Field regarded the basement store—unworthy of his attention. But later he saw the idea. His household instalment business grew so rapidly that he had to erect another store building to accommodate it. Another example cited is The Fair, of Chicago. The annual sales in The Fair's household-utility section used to be around \$250,000 a year. Now they are several millions. It would not be right to mention

Let us send you actual samples of these fine covers

YOU know that a booklet or a catalog usually succeeds or fails as it *first* impresses the man who receives it. You know, too, that one's first impression is gained through *the cover*.

We want you to know, now, how the distinctive *Collins Ultrafine Covers* make that first impression a *favorable* one.

"**Castilian**" Covers and Book Linings, with the appearance and feel of genuine Spanish leather—

"**Bird of Paradise**" Covers, rich in oriental colors blended and toned into beautiful effects—

"**Velumet**" Covers, a distinctively different line in which utility and strength have been joined with a rich and pleasing leather-like texture.

Each style of *Collins Covers* commands the recipient's instant attention and compels a respectful reading of the text matter within.



Write at once for copies of
these booklets

A. M. COLLINS MFG. CO.
PHILADELPHIA, U. S. A.

Makers of "Ultrafine" Coated Cardboards and Cover Papers

TRADE  MARK

Advertising Agency Manager

A successful executive, keen merchandiser, and shrewd manager.

A clean record of conspicuous accomplishment and concrete results.

Over ten years in complete charge of a recognized agency handling large national accounts, directing, planning, laying out and carrying out important merchandising and advertising campaigns.

A big man looking for a big job outside of New York City, preferably in the West. At present congenially connected but desires out of town location.

**"J. N." Box 85
care of Printers' Ink**

Sales Manager Wanted

Large New York confectionery manufacturing house wants experienced sales manager. Must have an agreeable personality, be a forceful talker, and able to inspire, lead, instruct and control the salesmen under him. Applicants need not "point with pride" to sales records made since 1916. The man wanted is one who gained his experience prior to the flush war period; one who thoroughly knows that only hard, persistent study and work will secure and keep customers. Ability to install department records for close follow-up of customers and establish systems for thoroughgoing control of men on road is necessary. To such a man this is an unusual opportunity. Write fully, giving complete details and salary expected. Address K. D., Box 83, Printers' Ink.

the exact amount. But the increase has been phenomenal. The increase came because The Fair adopted the instalment method of selling, and also put on canvassers. A considerable part of the sales force works in the store part of the day and canvasses the rest of the time.

"The instalment method of selling," Mr. Perkins said, "is unquestionably one of the greatest coming factors in retailing. People buy real estate that way. They buy farm machinery, buildings and other things. This is the method that has built the vacuum cleaner business, the washing machine business, the kitchen cabinet industry and many others. The old line dignified store may hold out against it for a time, but it is bound to be universal.

"The whole matter works itself down to the proposition of whether a store wants to sell only a few of an article such as a kitchen cabinet, or a big quantity. Big quantities can be sold just as easily as a few. We have found it that way and have shown it to the retailer. When we show him, and actually do the thing for him if that is necessary, then the rest is easy. Building a market for him and helping him fill it makes our own sales come as a matter of course."

A Billion Dollar Industry

A recently issued preliminary statement of the Bureau of the Census covering the results of the 1920 census of manufacturers with reference to the rubber industry, shows that 475 establishments, devoted principally to the production of rubber goods, manufactured during the year 1919 goods to the value of \$1,138,216,000. The value of tires and tubes produced was \$828,424,000.

It is estimated that seventy per cent of all crude rubber consumed in the world is manufactured into useful articles in this country.

George F. Gouge with Barton, Durstine & Osborn

George F. Gouge, who was formerly general manager of the Automobile Blue Book, with headquarters in Chicago, is now associated with Barton, Durstine & Osborn and will make his headquarters at the New York office of this agency.

What is The Jewish Tribune?

—the publication with the *largest guaranteed* net paid circulation of any Jewish Weekly printed in English. Of this, 80 % is concentrated in the Metropolitan District of New York, the wealthiest section of America.

—a publication which reaches the HOMES of the highest type of American Jews.

—a communal institution with over 200 prominent Jewish business men and leaders as stockholders.

—a publication whose editorial columns are written mainly by Dr. Nehemiah Mosessohn, who is conceded one of the greatest of living scholars (see "Who's Who in America").

Summing it up—where else can you reach such evident buying power at such reasonable cost? An investigation will prove profitable.

The Jewish Tribune

143-145 West 33rd Street, New York

Telephone Fitzroy 116

The only publication in its field with a *guaranteed* circulation, and that furnishes certified statement.

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. President and Secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS.

Chicago Office: Peoples Gas Building, 122 S. Michigan Blvd., KIRK TAYLOR, Manager. Atlanta Office: 1004 Candler Building, GEO. M. KOHN, Manager.

St. Louis Office: Post Dispatch Building, A. D. MCKINNEY, Manager.

San Francisco Office: Examiner Building, W. R. BARANGER, Manager.

Canadian Office: Lumsden Bldg., Toronto, A. J. DENNE, Manager.

London Office: 233 High Holborn, W. S. CRAWFORD, Manager.

Paris Office: 31bis Faubourg Montmartre, JEAN H. FULGERAS, Manager.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign Postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$100; half page, \$50; quarter page, \$25; one inch, minimum \$7.70. Classified 55 cents a line, minimum order \$2.75.

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NEW YORK, JULY 28, 1921

Seizing Stray Advertising Chances

There is one important lesson in the methods of Colgate & Company which should be helpful to other advertisers. This famous old concern keeps its advertising schedule sufficiently elastic to enable it to take advantage of any good sales promotion idea that comes along.

A few weeks ago Briggs, in one of his "Grand and Glorious Feelin'" cartoons, depicted the plight of a man who had repeatedly forgotten to bring home a package of tooth paste and then his joy on finding accidentally a package secreted in the medicine cabinet. Of course Briggs mentioned no brand. Obviously the popularity of Briggs and his large following throughout the country made this a good thing for some

manufacturer to tie up to. Sure enough, Colgate & Company, as they so frequently do, took advantage of the opportunity. They reproduced the cartoon and hitched it up with a Ribbon Dental Cream message. The result is an advertisement of unusual interest and exact timeliness.

Colgate & Company always seem to be ready to turn every wind that blows to their advantage. That is exactly where so many advertisers are weak. They schedule their entire appropriation so long ahead that they have no money available for a timely copy idea or for a good medium "buy" that may bob up mid-seasons.

Of course, in the case of the Briggs incident, Colgate may simply have diverted this piece of copy to scheduled space that would have been used anyway. Nevertheless the opportunity was seized and that is the point of this editorial.

We know one large advertiser who keeps a small percentage of his appropriation in an emergency fund. It is used only for the promotion of ideas that come up suddenly and that could not have been anticipated when the regular campaign was projected. If no such opportunities arise during the year, the fund is used in making advertising experiments. Promising ideas, but about which there is so much doubt that it is deemed inadvisable to use the regular appropriation in foisting them, are tried out with the experimental fund. In this way this manufacturer avoids advertising smugness, a disease that ultimately brings on fatty degeneration of the sales programme.

Though recognizing the advertising value of unusual occurrences, an advertiser, however, should remain consistent to his regular plan. A manufacturer who dissipates all of his appropriation in stunts and in intermittently advertising now this idea, and now that, isn't going to get anywhere. Colgate & Company use the right plan. They advertise consistently all the time, sticking to fundamental policy, but occasionally straying from sched-

able to take advantage of some good hunch.

Quantity Selling

The leading article in this week's PRINTERS' INK, which tells about the current sales and advertising methods of the G. I. Sellers & Sons Company, shows graphically the possibility of quantity selling. Instead of marketing kitchen cabinets by the dozen or half dozen, this company is selling them by the carload, and it is doing it in towns where business is reputed to be dead.

Apparently the car unit is going over easier than the dozen unit. There is a very good reason for this. Large quantities of merchandise have an attraction value which wins the interest of the public. There is a sales adhesive power in masses of goods.

The trouble with many retailers is that they never order enough of any article of merchandise to make an impression with it. They haven't enough for a window display or a store display or for any kind of a display. They offer a few scraggly units, with the result that customers do not even see that the product is carried. If they do see the anemic display they conclude that they will go where a wider variety is offered. This is one reason why many side lines fail. The offering of the side-line dealer is so limited in its scope that the prospective buyer decides to go to a store where a wider selection is carried.

Especially in the introduction of new goods, it is important that the initial display be of impressive proportions. The chains have worked this down to a science. If they are pushing a product, they show huge quantities of it. Recently almost the entire front of many Liggett stores was banked with a low-priced caramel which was being featured. It was impossible to go anywhere near those stores without realizing that they had caramels for sale.

The F. W. Woolworth Company does likewise. The other day one of the windows of its New York Fifth Avenue store

was filled with enameled soap holders. Inside the store the same product was displayed on a counter in tremendous quantities. The observer was impressed with the fact that the company had faith in this article. It wasn't afraid to plunge heavily in handling them. As a consequence, the store sold more of these holders in a day than the ordinary store would sell in six months.

That explains the secret of the Sellers plan. When a retailer offers a car of kitchen cabinets, the community is convinced that he is really in earnest and that he is in a position to serve it adequately. If, on the other hand, his stock consists of only a few stray cabinets, no one pays any particular attention to the offering.

Henry Ford's New Departure

A news dispatch from Detroit chronicles the fact that Henry Ford has relieved some thirty freight solicitors for the Detroit, Toledo and Ironton Railroad, which he now controls, of their usual duties in seeking shipments and has attached them to the traffic department where they "will be given the opportunity to study railroading from an entirely new point of view—that of service to the shipper, instead of merely obtaining his shipments."

The dispatch may be right in saying that this point of view is new to railroading—though this is open to question—but in other fields of business endeavor it has passed the novelty stage.

True, the idea of rendering service instead of merely seeking orders has not by any means obtained universal acceptance as yet, but it is making headway, as PRINTERS' INK has pointed out on more than one occasion. Business is steadily getting farther and farther away from the bad old days when an order was a thing to be got by any old means, when the customer was a "mark" to be loaded up to the limit of his capacity, and when the basis of commercial transactions was the saying, "Let the buyer beware."

The sound organizations of today are those which have built up a business by furnishing goods plus service, or it might even be put: service plus goods. A conspicuous example is the Johns-Manville company. To the salesmen of this concern orders are something which come naturally in the course of their work. They enter a customer's establishment not for the primary purpose of taking something away, but of bringing something in. The thing that they bring is service and a desire to help the customer with his problems.

The spirit of service is the spirit in which successful business is being conducted today. It recognizes that the various factors and departments of commerce are not independent, but interdependent; that the buyer has rights as well as the seller; and that the consumer cannot be imposed upon without harmful reaction upon the producer.

Mr. Ford lays his finger upon the weak spot in the old method when he asserts that the transferred solicitors were "for the most part out of touch with the central office of the road and made promises to prospective shippers which the railroad proved unable to meet."

That has been undoubtedly the trouble with much railroad soliciting in the past, but in recent days, especially since the roads got back under private ownership, there has come a change. There are few progressive transportation companies nowadays that are not studying the service idea with might and main. It cannot be said, therefore, that Mr. Ford's idea is "new." The chief benefit will come from the advertising that his announcement will give it.

Post-Sales Service

Getting salesmen to keep in touch with users is an unrecognized need in many lines of business. For many concerns, nothing can be more important.

Take the case of an office appliance. It leaves the factory in excellent mechanical condition,

with an illustrated instruction book. It is set up in the customer's office, his employees shown how to use it. All is well. But soon the operators change, the instruction sheet is mislaid. The device is improperly used. It doesn't actually get out of order, but it fails to give perfect results. The owner, not realizing the cause, believes the machine to be poor, or slow, or inaccurate. Thus is the beginning of a dissatisfied user, a spreading of ill-will.

Right here is where post-sales service comes in. It isn't mechanical attention this customer needs—it is *use* service. The employees need again to be instructed; a new form needs to be worked out; perhaps some method of checking the work should be devised. The salesman knows how to do this and can make friends of the new operators by showing them.

Yet often the salesmen neglects present users in favor of prospective. Particularly is this true of specialty men working on commission. One can hardly blame them, for their interest lies in seeking that which yields the readiest compensation. To get post service rendered, the sales executive must operate on some plan specifically devised to induce it. One concern found 55 per cent of its business came from users, and sold its salesmen on post service by a vivid presentation of this fact. Another house requires that an average of two hours a day be spent in calls on users and carefully checks salesmen's reports to see that this average is maintained. Another house credits its salesmen with points that mean specific compensation for each user call.

The possible plans are numerous, but plan there must be. The end cannot be gained simply by adjuring the sales force to "keep in touch with users,"—it must be made to their interest to do so.

Post-sales service is a problem of sales management more than one of selling.

Miss Myrtle Colson, formerly with Frank Presbrey Co., Inc., New York, has joined the Russel M. Seeds Co., Indianapolis.

WITH ALL THEIR MIGHT



CRANE & Co. are making good paper with all their might. Their methods have reached that pitch of sureness which constant striving after quality over a long period of years is sure to bring.

The quality of CRANE's Bond—that thing which makes it what it so unmistakably is—is not altogether a matter of materials—important as they are. There is something else, not a trade secret, or a patented process, but just old-fashioned carefulness, practised in the Crane Mills all the time. No modern invention, no recent discovery can supersede this old-time thoroughness. Inventions and discoveries when they fit are utilized, but the thoroughness and carefulness still go on. It might be termed an earnest desire to make good paper.

100% selected new rag stock

120 years' experience

Bank notes of 22 countries

Paper money of 438,000,000 people

Government bonds of 18 nations

Crane's

BUSINESS PAPERS

FIRE SALE!! PHOTO - ENGRAVINGS

Who is going to fall for this time-worn bait?

Surely not the CLASS AGENTS that value their CLIENTS.

Don't think you can buy ENGRAVINGS CHEAP, when it is really a case of buying CHEAP ENGRAVINGS.

The PANICKY FIRMS at present cutting prices intend to make money just the same.

Stick by the BETTER PLANTS that ask a fair price and therefore are able to deliver the goods.

There are some others besides
BOURGES INC. SERVICE

MANUFACTURING PHOTO ENGRAVERS
Office FLATIRON BUILDING - Plant 100 W 21st St
NEW YORK CITY
ASHLAND 7652



COLORPLATE SPECIALISTS



USE our motor lists and statistical data service on automobiles, trucks and motorcycles for analysis of your distribution possibilities and for direct advertising.

Lists are arranged by towns and counties and by individual makes when desired. Also complete lists of supply dealers, garages, auto dealers, Ford dealers, storage battery stations, etc.

Get a copy of our new booklet with figures by states, and other valuable information. Free. Write for it.

MOTOR LIST COMPANY

MARTIN TUTTLE, Pres.

400 Grand Ave. Des Moines, Iowa

Branches: CLEVELAND
PHILADELPHIA

DETROIT
NEWARK

Publisher of Scott's "Psychology"

STANDARD PRESSED STEEL CO.

CINCINNATI, July 13, 1921.

Editor of *Printers' Ink Monthly*:

In the current issue of *Printers' Ink Monthly* is an article entitled "Is the Golden Section Golden in Advertising?"

Mr. Rhodes refers to an article by Walter Dill Scott, "Psychology of Advertising."

Please advise me who published Mr. Scott's books and where I can get a copy of the book in question.

Incidentally, I feel that it is incumbent upon me to tell you that I rarely pick up an issue of *Printers' Ink Monthly*, but that I find something in it that I can use to excellent advantage in my business. I consider the magazine worth many times the price of the subscription to me.

J. WHITING FRIEL.

WALTER DILL SCOTT'S book, "The Psychology of Advertising," was published by Small, Maynard & Company, Boston, Mass.—[Ed. PRINTERS' INK.]

Will Advertise Seeds and Shrubs

The Addison Advertising Agency, of Chicago, has secured the account of A. Washburn & Sons, seeds and shrubs, Bloomington, Ill.

Biow Company Opens Detroit Office

The Biow Company, Inc., advertising agency, has opened a Detroit office, in charge of Mrs. Phyllis Bender.

Joins Condé Nast Press

Lawrence Landsman has joined the sales force of The Condé Nast Press, Inc., Greenwich, Conn.

Mail Order Manager Wanted

New York confectionery house wants an experienced mail order man to take charge of small department having excellent prospects for large and rapid growth. Must have a thorough understanding of the necessary office systems, an excellent command of business English, ability to plan effective folders, circulars, etc., and a knowledge of the proper approach to different classes of purchasers. Give complete details of experience and state salary expected. Address

"G. O.," BOX 82, CARE OF
PRINTERS' INK.

Announcing

The purchase outright, for cash, of the W. F. Wendt Publishing Company, Buffalo, N. Y., publishers of

La Hacienda and **The American Blacksmith**

Effective today, these periodicals will be under the management of Mr. Albert W. Bayard and Mr. Walter O. Bernhardt. Mr. Bernhardt was associated with the journals for fourteen years, in various capacities—Circulation Manager, Editorial Director, Vice-President. Mr. Bayard's connection of seventeen years, for the most part as Secretary and General Manager, antedates the founding of both papers. Mr. Corson and Mr. Castle are officers and owners of the Corson Manufacturing Company and of the Union Sun and Journal of Lockport, N. Y.

The experience and energy of the same management which built up these two successful publishing properties will now be devoted to extending and strengthening the service which they render their important fields.

(Signed)

EGBERT D. CORSON, *President*
GEORGE A. CASTLE, *Vice-President*
WALTER O. BERNHARDT, *Treasurer*
ALBERT W. BAYARD, *Secretary*

Directors and joint equal owners

Buffalo,
July 25th, 1921.

The Little Schoolmaster's Classroom

ONE by one men have been yielding their prerogatives to women. The latest stronghold to be surrendered is the barber shop. The other day the Schoolmaster went into his favorite tonsorial parlor and was dumfounded to find each chair occupied by a girl. They were having their hair (or should we say "hairs"?) bobbed.

For a time the bobbing process took place in beauty parlors or in the beauty shops run by department stores. The craze is spreading so rapidly, however, that the business is flowing over into regular barber shops. If it continues it won't be long before it reaches a volume that will be more than sufficient to offset the loss that barbers have sustained by reason of the popularity of the safety razor.

The presence of the girls in the shop nonplussed your usual courtly tutor. He was at a loss to know what the social requirements of the occasion were. Should he remove his collar and take off his coat as usual? After he did get into a chair, if another feminine patron should come, would etiquette demand that he get up and give his chair to the lady?

Evidently the proprietor noted the look of dismay, for he came over and whispered in our patient ear: "I hate like the dickens to let these folks horn in, Schoolmaster, but you know my rent was raised the first of the month and I am, therefore, not averse to broadening my market a trifle just now. I get seventy-five cents per bob and it only takes six minutes to do the job. That's better than shaving mere males at twenty cents per twice over."

* * *

Thereupon the Schoolmaster resigned himself to the invasion, contemplating in the meantime other "rights" that he has surrendered these last couple of years. That other stronghold of exclusive masculinity—the cigar

store—was given up long ago. As we drop into the corner tobacconist for a Robt. Burns on the way to catch the 5:31 we often have to stand in line until a row of fair patrons has been served. The Schoolmaster has always been impressed with the fact that the lady cigarette buyer is never purchasing for herself. She is always thoughtfully buying for "dad" or "brother" or a "friend."

* * *

New habits and new notions that come into vogue certainly do play havoc with established customs, and deeply-rooted trade practices. For this reason, policies must be kept flexible. You never can tell when an innovation may make necessary a radical change in old methods. Who would have thought a few years ago that the railroads would some day have to provide smoking cars for women as well as for men? The Canadian Pacific has already fallen into line. The other day it announced that it recognized the equality of the sexes and would, therefore, have smoking compartments for women.

It isn't so long ago that to smoke in the presence of ladies was regarded as a serious breach of etiquette. The man who offended in this way was put down as a boor. A story is related of a woman, back in the 70's, who went into a parlor car. There was only one other passenger there. He was a short, stocky, bearded man. He was peacefully smoking a cigar. The woman went over to him and said, "Sir, you are evidently a foreigner. In this country gentlemen do not smoke in the presence of ladies." The "foreigner" apologized and threw his cigar away. A few moments later the startled woman was told by Secret Service men that she was in the private car of President Grant and to please "come this way."

How times have changed! Cus-



Flexlume Signs Will Help Your Dealers Sell

NATIONAL advertisers standardize on Flexlume Oplex Electric Signs as a means of "hooking-up" their advertising to their dealers' doors because of the distinctive Flexlume designs which make even a small sign stand out from the others; because their trademarks can be perfectly reproduced in raised Oplex glass; because the raised, snow-white letters on a dark background make Flexlumes perfect day signs as well as night signs. Besides these there are other advantages such as greatest reading distance, lower upkeep cost and better illumination.

We shall be glad to send you a sketch showing a Flexlume Oplex sign to meet your particular needs.

FLEXLUME SIGN CO., 32 Kail St. Buffalo

Chicago, New York, Boston, Philadelphia,
Cleveland, Los Angeles, Toronto

1 1 4
 Display advertisers used the
EVENING HERALD
 exclusively in the afternoon field
 during the month of June.
 The Evening Herald covers
LOS ANGELES
 completely, having
143,067
 circulation, more than both its
 afternoon rivals combined.
 Representatives:
 New York: Chicago:
 H. W. Moloney. G. Logan Payne Co.,
 804 Times Bldg. 432 Marquette Bldg.

Sales Organizations, Attention!

Do you cover the territory roughly bound by Baltimore on the south, Pittsburgh on the west, and including New England?

Are you equipped to take over this territory exclusively in behalf of a Pipeless Furnace?

Here's an opportunity—
 This warm-air, house-heating Furnace of typical pipeless construction is all Cast Iron, second to none in quality and strictly competitive with better makes.

Write about your Organization. Give full particulars as to your business history, lines specialized in, etc.

"J. B. R.," BOX 81, CARE OF
PRINTERS' INK

SLIDE-VERTIZE

Direct — Wasteless —
 Compelling Publicity.
 Shows your product or
 trade mark in actual
 colors.

"IN THE PUBLIC EYE,"
 our free booklet, tells how
 to make this publicity work
 for YOU. Send for it today.

STANDARD SLIDE CORP.
 209 W. 48th St., New York

toms evolve so rapidly that it is not surprising that most of us have trouble in observing the social amenities. It is no wonder Nelson Doubleday is finding a large market for his encyclopedia of etiquette. * * *

The Interborough Rapid Transit Company of New York has made a brave start toward advertising the scenic and other attractions along its routes by pasting up near-posters in its subway and elevated cars. The Schoolmaster calls them "near-posters" because they are merely printed sheets of paper containing a few lines of type calling the attention of the public to a few of the city's "sights," parks, etc.

The Schoolmaster thinks he can foresee the time when the Interborough will not be satisfied with these rather crude and undeveloped affairs, but will do the thing handsomely. Instead of near-posters, why not have regular ones, color, skilled artwork and all?

The London tube and omnibus companies are already creating business for themselves and beautifying their stations by means of immensely effective posters, done by talented artists, which portray

ENERGETIC SALES MANAGER AND AD- VERTISING EXECU- TIVE AVAILABLE

FIFTEEN YEARS OF HIGHLY
 SUCCESSFUL EXPERIENCE
 PLANNING, CREATING, STIMU-
 LATING. ASSOCIATED WITH
 BIG THINGS AND KNOW HOW
 TO HANDLE THEM. WILLING
 TO MAKE EARNINGS DEPEND
 LARGELY ON RESULTS. AD-
 DRESS "P. K.," BOX 60, CARE
 OF PRINTERS' INK.

"Miles-tones are better than Halftones"

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the charms, not only of suburban attractions, but of squares, places, and sights in the interior of the city, as has been described in *Printers' Ink Monthly*.

New York, like London, daily entertains an enormous number of out-of-town visitors. These people are eager to know where to go, and how to go as well. They want to see all the sights and attractions of the metropolis as rapidly and as economically as possible. They ought to be, and undoubtedly are, very susceptible to the advertising of local transportation lines.

But transit companies can not only profitably sell a city's attractions to visitors, but to their own people at home. There are plenty of New Yorkers who have never been to the Metropolitan Museum of Art, the Museum of Natural History, Columbia University, the Palisades of the Hudson, Bronx Park, the summer concerts in the City Collège stadium, or the Battery. They are ignorant of many of the city's interesting sights because nobody has ever advertised them except in a perfunctory way.

Transit companies are rather prone to assume that the sole source of their patronage is the traffic from point to point because of necessity. They sometimes overlook a new source of business in stimulating people to travel for pleasure.

The Fifth Avenue Bus Company was formed probably with the chief view of carrying passengers who wanted to traverse Fifth Avenue for business or necessitous reasons. But an enormous source of revenue now comes from persons who ride the buses simply for pleasure. There is an especially valuable "joy riding" traffic after nightfall furnished largely by the younger element of the population. This traffic comes after the usual rush hours are over and thus keeps buses full that ordinarily would be empty or idle. This business has grown up of its own accord. Travel to fill up other off-hours of the day could no doubt be stimulated by a little judicious advertising.

SALESMAKER

Ready For Action

An advertising and sales-promotion man who, through tried marketing methods and consistent, commonsense effort, has proven his ability to get "more sales per dollar" of advertising and sales expense, is closing an organization contract with a concern internationally known in its field. He seeks a permanent connection and will be ready September 1st.

Trained to analyze markets, conditions, products, and dig out new selling angles. Not a genius, but writes advertisements and sales literature that sell. Knows technical details. Constructive builder of good-will. Works in concord with executives and gets co-operation of salesmen. Fifteen years in selling, advertising and management. In each sphere he has been called a "go-getter."

American, thirty-six, married. Prefers mechanical field, but will consider other lines and will go anywhere that possibilities are REAL. Principals can reach this man through

MR. BUTLER,
Room 903, 110 West 40th St.,
New York

Opportunity for Publisher

A certain publishing business, which dominates its particular field and is a good money-maker, can be bought at this time at a bargain. This is a consumer medium, which does not fit in with owner's other business, is the reason for selling. Gross business, about \$400,000. Should net from 10 per cent to 20 per cent on this amount. Has a good organization. Price, \$200,000—\$100,000 cash; remainder, reasonable terms. Address "S. C.," Box 87, care of PRINTERS' INK.

POSITION OF BUSINESS MANAGER OPEN

THE POSITION OF BUSINESS MANAGER for a daily afternoon and Sunday morning newspaper of 30,000 circulation in a city of 80,000 people is open. Only afternoon paper in its field. Good salary. Want a man of experience and proven efficiency who desires to enter a good field with the idea of permanency. Correspondence with applicant for the position will be held in strict confidence. Address H. B., Box 80, care Printers' Ink.

WARDELL SERVICE
Illustrators
of Buildings



154 NASSAU ST.
NEW YORK
TELEPHONE
BEEKMAN
4656

Better Printing for Less Money

Good Printing—Good Service	Booklets or Catalogs at Low Prices
1000 Printed Book Letters... \$1.50	1000 Booklets 6x9 up from... \$4.00
1000 Printed Booklets 4x6... 4.50	1000 Booklets 8x10 up from... 4.00
1000 Printed Booklets 4x6... 7.50	1000 Booklets 9x12 up from... 15.00
1000 Printed Booklets 4x6... 4.50	1000 Booklets 10x12 up from... 15.00
1000 Printed Booklets 4x6... 4.00	1000 6-Page Booklets 10x14... 25.00
1000 Printed Booklets 4x6... 4.00	1000 6-Page Booklets 10x14... 25.00
1000 Printed Post Cards 3x5... 4.00	1000 6-Page Booklets 10x14... 25.00
1000 Printed Shipping Labels 2x4... 4.00	1000 6-Page Booklets 10x14... 25.00

E. L. FANTUS CO., 575 S. Dearborn St. CHICAGO

THE MILL EDITION OF
Concrete
NEW TELEGRAPH BLDG., DETROIT
REACHES ALL THE BIG
CEMENT MILLS & LIME
PLANTS—WASTELESS CIRCULATION

Need of Better Window Displays of Automobiles

The need of better window displays of automobiles is dwelt upon by *Motor World*. In an article that calls upon dealers to give more attention to window displays this publication says:

"An automobile isn't exactly the easiest thing in the world to display in a window. This perhaps explains why so many dealers are content to place the latest model in their windows and let it go at that. Sometimes carpets, drapes and palms are used to provide a car with exclusive surroundings, but very little attempt at originality is made.

"The Robson Auto Sales Co., Lansing, Mich., introduced the travel evolution appeal in a window display. Attention to the ancient ox-yoke, which was placed alongside the modern sedan car, was attracted by a sign, reading as follows:

"My father sold ox-yokes to your grandfather."

This was done in order to show what was formerly used for travel and that of today. Besides being noticed by many prospective car owners, the display recalled many reminiscences among the old-timers who knew Robson's father when he was proprietor of one of the first stores in Lansing. Ox-yokes then formed an important item in his stock."

Retailers Commend an Advertiser

The National Association of Retail Grocers of the United States, at its annual convention in Kansas City, Mo., last month, unanimously passed a resolution commending the Calumet Baking Powder Company, of Chicago, for explaining the relation of the retail grocer to the consumer in its advertising. The resolution as adopted reads:

"We, your Committee on Resolutions, desire to take notice of the splendid co-operation of the Calumet Baking Powder Co.

"We note in its daily newspaper advertising it is giving the buying public the true facts regarding the retailer's position in the distribution of food products; therefore,

"Be It Resolved, That we, the National Association of Retail Grocers in Convention assembled, endorse and commend the action of the Calumet Baking Powder Co. in giving the facts regarding the Retail Grocers of the United States."

Direct-Mail Advertising

POSTAGE

POSTAGE is a practical business magazine devoted exclusively to DIRECT-MAIL-ADVERTISING AND SELLING. Tells how to reduce Selling Costs by using DIRECT-MAIL either alone or with Salesmen. Critiques Letters, Circulars, Booklets, House Magazines, and Catalogs actually used in the selling campaigns of the largest U. S. firms. Sample copy free—one year (12 copies) \$2.00.

POSTAGE, 18 East 18th Street, New York.

Advertises for Reasons Why for Revolver Industry

John R. Thompson, head of the Thompson restaurant system, is using newspaper advertising for what *The Sporting Goods Dealer* terms "a propaganda campaign against the manufacture of revolvers." The advertisement which he has inserted read: "I will pay \$1,000 to anyone who will give me one good reason why the revolver manufacturing industry should be allowed to exist in America and enjoy the facilities of the mails. John R. Thompson."

Keep the Money Moving

The Watson Advertising Agency, Chicago, attaches a slip to checks it sends out, reading as follows:

OUR POLICY IS TO SEND OUT CHECKS JUST AS PROMPTLY AS WE SEND INVOICES.

IF ALL WILL DO THAT,
WE ALL CAN DO THAT.

CREDITS WILL BE BETTER AND BUSINESS MUCH PLEASANTER.

OUR CHECK ENCLOSED HERewith.

Joins Joerns Agency

Charles Ford has joined the copy staff of the Arnold Joerns Company, Chicago.

Fred E. Dayton, who has been vice-president in charge of sales of the Ajax Rubber Company, Inc., is now associated with the Cross & Brown Co., New York, real estate and insurance.

VREDENBURGH-KENNEDY CO. INC.

ADVERTISING

171 Madison Ave.

New York

Advertising in All Media

Personal Attention

Small Accounts Developed

Merchandising Cooperation

Prompt Efficient Service

Consult Us

No Obligation

TRADE MARKS

Capital Trade Mark & Copyright Bureau, Washington, D. C., Warner Bldg. Chicago Monadnock Block, Milwaukee, 473 E. Water St. Representation all over the world. Send for Bulletin.

FOREIGN PATENTS

MAILING
MULTIGRAPHING ADDRESSING MAILING - 246 SUMMER ST., BOSTON, MASS. WRITE FOR "BOOKLET"

LISTS

UNDERWEAR HOSIERY

The Underwear & Hosiery Review
321 BROADWAY NEW YORK

CANADIAN ADVERTISING

CALL IN

SMITH, DENNE & MOORE

TORONTO

LIMITED

MONTREAL

Will Buy the Right Business

Well-known New England manufacturer is looking for additional "specialties" which can be produced to advantage in his own factory. Will consider anything of merit for which there is a large present or potential demand. State price and give full details. Address P. O. Box N, Framingham, Mass.

ASK The Search - Light

Anything You Want to Know
A Special Service Organization. See Booklet.

—FOUNDED IN 1895—

Investigators, Researchers, Statisticians,
Writers, Illustrators, Editors.
A Library Comprising Millions of Records,
Clippings and Pictures.

EGBERT GILLISS HANDY

Founder-President and Executive Chairman.
Francis Trevelyan Miller, LL. D., Litt. D.
450 Fourth Avenue, New York. Editor-in-Chief

ECONOMY IN HIGH GRADE

LETTERHEADS at \$2.75 per M

In 5,000 lots. \$3.75 for 1,000
Envelopes \$3.75 per 1,000

First class printing. Good bond paper.
Size 8½x11. Satisfaction guaranteed. Reference Bradstreet or Dun. Samples free.

T. C. WILKINSON & SON
VAN WERT, OHIO

MEXICO

Rates and circulation of publications,
mailing lists of importers, jobbers and
retailers. Full agency service.

MID-CONTINENT

Advertising Agency Dallas, Texas

New Wrigley Product on the Market

The Wm. Wrigley, Jr., Company, manufacturer of Wrigley's chewing gum, is completing national distribution of a new product—Wrigley's P-Ks.

Wrigley's P-Ks are pellets of chewing gum covered with a sugar jacket, both the gum and sugar being flavored with peppermint.

The distribution of this new product started in Philadelphia, spread westward across the country to the Pacific Coast, thence eastward through the Southern States. New York and New England are now being covered.

The advertising campaign plan for this new product includes newspapers, street-car cards, posters and wall signs. The account is handled by the Stewart-Davis Advertising Agency, Chicago.

Accessory Account for Ankrum

The Ankrum Advertising Agency, of Chicago, has secured the classified advertising account of Arthur A. Patterson, Inc., Chicago, distributor of an automobile accessory known as "Stickalite."

William Mervin Forms Agency in Los Angeles

William Mervin has resigned as advertising manager of the Sacramento, Cal., *Union*, to establish an independent advertising agency in Los Angeles.

New Business Paper in Minneapolis

The *Twin City Furniture Digest* is a new monthly publication, the first issue of which appeared this month. It is published in Minneapolis.

KNITTED OUTERWEAR



Sweater News
and
Knitted Outerwear

321 BROADWAY

NEW YORK

"GIBBONS Knows CANADA"

TORONTO

MONTREAL

WINNIPEG

Classified Advertisements

First Forms Close Friday Noon; Final Closing Monday Morning

HELP WANTED

World's Fastest Selling Auto Accessory!

County distributors wanted: write today. G. L. W. Spring Oiler Co., San Diego, Cal.

Managing Editor, capable taking full charge new trade journal located in Cleveland, must have good business experience, trained in all departments of publishing. Small salary and big portion earnings. Address Box 960, care of Printers' Ink.

SALESMAN—Advertising Signs

A capable man with experience in selling high quality advertising signs or kindred line by old established firm. Describe yourself fully, stating previous experience, territory covered, age, etc. Replies treated confidential. M. B. Langdon, P. O. Box 1042, N. Y. C.

Western Representative

It will be profitable for a live, up and going representative to communicate with us, relative to representing "Zits" in the West. E. H. Blum, Zits' Weekly Newspapers, 1441 Broadway, New York City.

Wanted—A man only, manager for a Mail Order Department, with department store experience only. None other need apply.

Splendid position for experienced hustler for one of the largest and most aggressive department stores in the South. Correspondence confidential. Address, with reference, Lucian York, care of Kirby, Block & Fischer, 352 Fourth Ave., New York City.

District Sales Manager

The Bonnie-B Co., Inc., of New York, manufacturers of Human Hair Nets, Veils, Powder Puffs, etc., requires a District Sales Manager for its Detroit territory.

He must be a man of extreme personal force, energy and aggressiveness with ability to organize a high-grade sales force. Accustomed to earn from \$8,000 to \$12,000 a year.

Essential that he should be acquainted with wholesale Dry Goods, Notion and Drug trades. One with large acquaintance with buyers preferred.

A great opportunity for the man big enough to measure up to it. Apply by letter only, stating age, nationality, past experience, etc. Salary or salary and commission. Your application will be held confidential.

THE BONNIE-B CO., INC.,
222 Fourth Ave., New York.

WANTED—Advertising Assistant who has had agency or general advertising training. Must know art work, engraving and printing and how to estimate. Town of about 8,000, central New York, good living and working conditions. Salary \$25 to start. When replying, give full particulars in confidence. Box 276, Norwich, New York.

A young and rapidly-growing agency desires to employ, immediately, a young man with ideas and copy ability, who is a producer and has had practical agency experience. Exceptional opportunity for a man with real ability. Write, enclosing photograph, giving full details of experience, age, and present salary. Box 974, Printers' Ink.

WANTED—PEN AND INK ARTIST

We want a man with unusual layout ability; one who is able to interpret advertising ideas pictorially in a forceful, convincing manner. He must be good at figures and lettering, and able to make finished working drawings in good modern advertising line technic. He should preferably have had some years' experience in the art departments of good agencies.

If you think you are the man we want, tell all about yourself in first letter; send samples, which will be returned. State salary wanted.

All replies considered confidential. Northern Advertising Service, Canton, Ohio.

BRANCH MANAGER WANTED

The largest Automotive accessory concern of its kind wants a young, energetic executive who has had inside and outside selling and organizing experience. It's a real man's-size job—interesting because it's general—good because it has a real future. Only hustlers that stick need apply.

Address full history from school days to present position, together with your pre-war salary expectations, to "G. S. M.," Box 958, care of Printers' Ink.

BUSINESS MANAGER WANTED for paper of 30,000 circulation in a city of 80,000. Future big. One of the fastest growing cities in the United States. State experience and references. Salary good. Correspondence strictly confidential. Address Box 959, Printers' Ink.

MISCELLANEOUS

LITTLE ADS are making big money for numerous advertisers. Let us show you Catalog of selected lists, prices, free on request. Scott & Scott, Adv. Agency, 220 W. 42nd St., New York.

Distinctive business cards, letterheads, wedding and other announcements, in engraved and embossed effects. NON-PLATE ENGRAVING COMPANY, 114 West 56th St. Tel. Circle 3959.

I WRITE—

advertising copy that is unique, persuasive, and that SELLS. Technical work a specialty.

"A. J.," Room 68, 1 Hudson St., N. Y.

Printing Plants and Businesses

Bought and Sold
Printers' Outfitters

CONNER, FENDLER & CO.
New York City

House-organs, folders, booklets, etc. Well-equipped concern doing work for New York firm for many years can take additional work. High-class; prompt delivery, close co-operation. STRYKER PRESS, Washington, N. J. Phone 100.

Addressograph

Model B—F-1 with Automatic
Selector

First-class Condition

THE MABLEY & CAREW CO.
Cincinnati

CANADIAN MANUFACTURER, with a completely equipped, up-to-date plant in Toronto, is desirous of getting in touch with an American manufacturer wanting his products manufactured in Canada on a contract basis; can handle all kinds of metal stamping, finishing, assembling and distribution. Address Box 957, care of Printers' Ink.

BUSINESS OPPORTUNITIES

The Advent of the Fall Season Is Bringing Us Many Inquiries From Our Host of Old Customers. Both Domestic and Overseas. We Are Exclusive Manufacturers' Representatives and as Such Are in Close Touch with the Users and Distributors of Products of Various Manufacture. It Will Be to Your Interest to Communicate with Us—As a Medium Through Which Your Goods Will Find a Ready and Satisfactory Outlet.

J. D. RYAN
145 Greenwich Street
New York

POSITIONS WANTED

YOUNG MAN, 27, now employed in advertising department doing dealers' service work, desires position in advertising department. Box 971, care of Printers' Ink.

ARTIST—Versatile, Photo-retouching, lettering, designing. Art service and agency experience as art director, desires full or part time. Box 982, care of Printers' Ink.

Copy Writer and Sales Correspondent Age 34. Good knowledge general copy and layout. Possesses ability and the desire to prove it. Best of references. Box 980, Printers' Ink.

Manufacturers or Jobbers seeking Eastern distribution are invited to correspond with sales organization thoroughly experienced and covering metropolitan and surrounding district. Box 975, P. I.

Young Woman, five years' secretarial experience, college education, understands copy writing, seeks responsible city position with agency or in advertising department. Box 977, Printers' Ink.

SPECIALIST

in Direct Mail Advertising available. Record proves successful publications, sales letters, etc. Box 978, Printers' Ink.

Executive of proven ability in analyzing, planning, organizing, standardizing, deputizing and supervising industrial and commercial functions; successful sales promotion and business building record. Initial salary \$3000. Box 964, P. I.

PROVE IT!

I think I can write successful copy. Will you give me a chance to prove it one way or the other? Box 963, care of Printers' Ink.

FEW MEN OF THIS ABILITY

I know printing in all branches, have had a sound newspaper training, and possess eleven years' very successful experience in merchandising and advertising. What is your proposition, looking to permanent connections? Box 966, Printers' Ink.

Art Director with a thorough, practical knowledge of his job. While personally competent to produce commercial illustrations, can direct and control the work of outside artists. Valuable man for a busy agency or national advertiser. No hurry to change, but ready to talk it over. Box 979, care of Printers' Ink.

ADVERTISING MANAGER

for Progressive Manufacturer
or Sales Distributor

possessing extensive experience in advertising and sales promotion, practical and technical knowledge of copy, layouts for every medium, direct-by-mail literature, sales letters, printing, artwork, photography and mediums. Scientific analyst of commodity, package, copy, medium and sales campaign. Married, 35, \$5,200. Box 965, P. I.

Advertising and Sales Manager, or Assistant; proven ability, 28 years old; employed; qualified to execute and create sales and advertising plans in detail. Small corporation preferred. Reasonable salary. Box 973, Printers' Ink.

DAYLIGHT

Solicitor with some experience wants a job where he can see daylight ahead. 23, college graduate, Alexander Hamilton student. Now employed. Particulars in confidence. Box 967, Printers' Ink.

COPY WRITING, LAYOUTS, DUMMIES, ROUGH SKETCHES; FREE LANCE BASIS or position; exceptionally trained and versatile; responsible for much national magazine and direct mail advertising; New York man, big agency experience. Box 976, care of Printers' Ink.

Advertising Man, Agricultural College Graduate with practical farm experience, recently in charge of creative service for several great metropolitan publications, is open for engagement with agency handling Agricultural accounts or with manufacturer selling the farmer or marketing Agricultural products. Successful copy writer with distinctive style. Box 972, P. I.

If you want to reach the retailers, you have got to know retail methods and ideas. I do. I know department stores from the inside as only an experienced retail woman can, and I also have a wide personal acquaintance among the manufacturers. I have personality and force. I can write. I can talk. I can plan distribution, and I can sell.

Now, I want to connect with a live, national agency in New York City. Address Box 961, care of Printers' Ink.

Position as SALES MANAGER Chicago Headquarters

Clean, successful record building sales organizations for two-million-dollar companies.

Young, tireless, ambitious—a proven producer.

Accustomed to a good income, but salary is second consideration to opportunity.

Personal interview solicited.
Box 981, Printers' Ink.

ART DIRECTOR

I have a thorough knowledge of advertising art, photography, color-typography, printing and engraving. I have handled successfully a good sized art department, outside artists and freelanced as a magazine and advertising illustrator. A long list of well-known productions prove my ability to execute work in any medium.

I am seeking a new connection that will enable me to combine artistic and executive ability. Box 963, Printers' Ink.

Secretary-Executive, college graduate, Protestant, nine years' constructive sales promotion and advertising experience, wishes connection, publication, manufacturer, distributor or advertising agency. Reliable, energetic, ambitious. Highest credentials. Six years one concern. Willing to go anywhere. Box 970, P. I.

ADVERTISING ASSISTANT!

Let me take details off your hands. I possess youth, pep and vigor, full knowledge of typographical production. If you have a future for me, I am ready to start with sufficient remuneration to allow me to live frugally. Box 983, P. I.

Advertising Manager Or Assistant

Capable idea man, forcible writer, thoroughly acquainted with art, typography, printing and engraving.

During nine years of intensive business training I have successfully promoted sales through correspondence, sold advertising for a class publication, planned and executed dealer campaigns for many large hardware manufacturers.

This knowledge and experience, the ability to work aggressively and consistently, and a determined effort to progress are at your disposal. Salary \$3,000.

Box 969, Printers' Ink.

Printers' Ink Bound Volumes

Subscriptions will be received for the entire set of 1921. The price is \$2.00 a volume; \$8.00 a year (4 volumes).

The following bound volumes are now in stock:

1920—Fourth Quarter.....	Vol. 113
1919—Second Quarter.....	Vol. 107
1918—First Quarter.....	Vol. 102
1917—First Quarter.....	Vol. 98
1917—Second Quarter.....	Vol. 99
1917—Third Quarter.....	Vol. 100
1917—Fourth Quarter.....	Vol. 101
1916—Third Quarter.....	Vol. 96
1916—Fourth Quarter.....	Vol. 97
1913—Third Quarter.....	Vol. 84

Printers' Ink Publishing Company

135 Madison Ave., New York, N. Y.

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Nation-Wide Outdoor Advertising Service

As owners and operators of Painted Display and Poster Advertising plants located in 383 cities of the United States and as selling representatives for plants in every other city in this country and Canada, we render a service in handling Outdoor Advertising which is efficient, complete and *nation-wide*. Your advertising agency will tell you our service has no equal in the field of Outdoor Advertising.

Thos. Cusack Co.

Outdoor Advertising—Nation Wide

CHICAGO
Harrison & Loomis Sts.

NEW YORK
Broadway at 25th St.

Outdoor Advertising builds sound, enduring business

The TRIBUNE IS FIRST IN CHICAGO

Department Stores

There are ten big "Loop" department stores on State Street, Chicago. They make the six blocks in which they are located the greatest shopping center on earth.

How these great stores place their advertising should be of interest to every advertising man.

In the first place, they divide their advertising into two distinct classes:

- a. *That of the main body of the store, the merchandise sold on the main floor, and on all upper floors.*
- b. *That of their bargain basements, merchandise sold exclusively on a cut price basis, overstocks, job lots, out-of-season goods.*

The Chicago Tribune receives more of their main advertising, that of regular upstairs merchandise, than any other paper.

Practically half of all the lineage advertising State Street bargain basements is concentrated in one evening newspaper, however, which thus secures a lead in total department store lineage.

The significant fact for the man selling branded goods at established prices is the leadership of The Tribune in total advertising of everything above the street level in State Street department stores, which constitute the greatest shopping center on earth.

The Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER

Largest Morning Daily Circulation in America